




Brighton & Hove
City Council

Policy, Resources & Growth Committee

Title:	Policy, Resources & Growth Committee
Date:	21 March 2019
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

PROCEDURAL MATTERS

133 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.

134 MINUTES

1 - 14

To consider the minutes of the meeting held on 14 February 2019 (copy attached).

Contact Officer: Shaun Hughes

Tel: 01273 29

135 CHAIR'S COMMUNICATIONS

136 CALL OVER

- (a) Items (139 - 150) 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.

GENERAL MATTERS

137 PUBLIC INVOLVEMENT

15 - 16

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 15 March 2019
 - (i) King Alfred – Ms V Paynter
- (c) **Deputations:** to receive any deputations submitted by the due date of 12 noon on the 15 March 2019.

138 MEMBER INVOLVEMENT

17 - 20

To consider the following matters raised by councillors:

- (a) **Petitions:** to receive any petitions submitted to the full Council or at the meeting itself

Presented at Full Council on 31 January 2019:

 - (i) KSD Environment Ltd (Presented by Cllr Yates)
- (b) **Written Questions:** to consider any written questions
 - (i) Amendments to Budget – Councillor Sykes
- (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.

POLICY, RESOURCES & GROWTH COMMITTEE

FINANCIAL MATTERS

139 PAY POLICY STATEMENT 2019/20 21 - 36

Report of the Executive Director Finance & Resources (copy attached)

Contact Officer: Matt Naish

Tel: 01273 295088

Ward Affected: All Wards

140 IT INVESTMENT 37 - 50

Report of the Executive Director Finance & Resources (copy attached)

Contact Officer: Dan Snowdon

Ward Affected: All Wards

141 ANNUAL PLANNED MAINTENANCE BUDGET AND ASSET MANAGEMENT FUND ALLOCATIONS 2019-20 FOR THE COUNCIL'S OPERATIONAL BUILDINGS 51 - 64

Report of the Executive Director Economy Environment & Culture (copy attached)

Contact Officer: Martin Hilson

Tel: 01273 291452

Ward Affected: All Wards

142 EDUCATION CAPITAL RESOURCES AND CAPITAL INVESTMENT PROGRAMME 2019/20 65 - 90

Report of the Executive Director Children Families & Learning (copy attached)

Contact Officer: Richard Barker

Tel: 01273 290732

Ward Affected: All Wards

STRATEGIC & POLICY MATTERS

143 CUSTOMER EXPERIENCE STRATEGY 2019 91 - 116

Report of the Executive Lead Strategy, Governance & Law (copy attached)

Contact Officer: Rima Desai

Tel: 01273 291268

Ward Affected: All Wards

144 BRIGHTON & HOVE 2030 VISION: UPDATE REPORT 117 - 126

Report of the Executive Lead Strategy Governance & Law

Contact Officer: Simon Newell

Tel: 01273 291128

Ward Affected: All Wards

POLICY, RESOURCES & GROWTH COMMITTEE

145 UNPAID TRIAL SHIFTS 127 - 134

Report of the Executive Director Economy, Environment & Culture (copy attached)

Contact Officer: Sophie Moss

Tel: 01273 291104

Ward Affected: All Wards

146 THE LOCAL DIGITAL DECLARATION 135 - 146

Report of the Executive Director Neighbourhoods, Communities & Housing (copy attached)

Contact Officer: Larissa Reed

Tel: 01273 294286

Ward Affected: All Wards

147 MICROSOFT ENTERPRISE SUBSCRIPTION AGREEMENT RENEWALS 147 - 158

Report of the Executive Director Finance & Resources (copy attached)

Contact Officer: Dan Snowdon

Ward Affected: All Wards

148 2019/20 LOCAL TRANSPORT PLAN CAPITAL PROGRAMME 159 - 174

Report of the Executive Director Economy, Environment & Culture (copy attached)

Contact Officer: Andrew Renaut

Tel: 01273 292477

Ward Affected: All Wards

REGENERATION & PROPERTY MATTERS

149 HOMELESS MOVE ON - HOLLINGBURY LIBRARY PROPOSALS 175 - 186

Report of the Executive Director Neighbourhoods, Communities & Housing (copy attached)

Ward Affected: Patcham

GENERAL MATTERS

150 SUSTAINABILITY AND CARBON REDUCTION INVESTMENT FUND 187 - 194

Report of the Executive Director Economy, Environment & Culture (copy attached)

Contact Officer: Max Woodford

Ward Affected: All Wards

151 ITEMS REFERRED FOR COUNCIL

To consider items to be submitted to the 28 March 2019 Council meeting for information.

POLICY, RESOURCES & GROWTH COMMITTEE

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

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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, 13 March 2019

BRIGHTON & HOVE CITY COUNCIL
POLICY, RESOURCES & GROWTH COMMITTEE

4.00pm 14 FEBRUARY 2019

COUNCIL CHAMBER, HOVE TOWN HALL

MINUTES

Present: Councillors Yates (Chair), Hamilton (Deputy Chair), Janio (Opposition Spokesperson), Bell, Daniel, Gibson, Mitchell, Peltzer Dunn, Sykes and Wealls

PART ONE

120 PROCEDURAL BUSINESS

(a) Declarations of Substitutes

120.1 Councillor Gibson was present in substitution for Councillor Mac Cafferty.

(b) Declarations of Interest

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

(c) Exclusion of Press and Public

120.3 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.

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

121 MINUTES

121.1 **RESOLVED:** That the minutes from the meeting held on 24 January 2019 be agreed and signed as correct record.

122 CHAIR'S COMMUNICATIONS

122.1 I would like to inform those present that this meeting will be webcast live and be capable of repeated viewing.

123 CALL OVER

123.1 The following items were reserved for discussion:

- Item 126 Saltdean Lido
- Item 127 General Fund Revenue Budget, Council Tax and Capital Strategy 2019/20
- Item 128 Housing Revenue Account Budget and Capital Investment Programme 2019/20 and Medium Term Financial Strategy
- Item 129 Targeted Budget Management (TBM) 2018/19: Month 9

124 PUBLIC INVOLVEMENT**124(a) Petitions**

124.1 Two petitions were presented to the committee.

- i. Reduce Parking Permit Charges – Presented by Mr Felix Elkin

Mr Elkin considers the parking charges for Brighton and Hove to be excessive. Mr Elkin presented the petition and requested that parking charges for other cities across England be compared to Brighton and Hove City Council prices. Mr Elkin researched the total amount of revenue from parking charges and felt that the amount given to Brighton and Hove Buses could be spent elsewhere, including the reduction of parking permits for residents.

The Chairman gave the following response:

Decriminalised Parking Enforcement (DPE) was introduced in July 2001 with the aim of reducing congestion and improving traffic management. Any surplus arising from on street parking including resident permits and trader permits is spent on qualifying expenditure as governed by section 55 of the Road Traffic Regulation Act 1984, as amended from October 2004 by section 95 of the Traffic Management Act 2004. The surplus generated from charges after direct costs contributes towards the part funding of bus subsidies, concessionary bus fares and Local Transport Plan costs.

The proposed 2019/20 fees follow a review of parking demand in the city and the objectives set out in the Council's Local Transport Plan. Improving air quality is a key objective in Brighton & Hove. Nationally, poor air quality reduced average life expectancy in the UK by over 6 months and is responsible for approximately 50,000 premature deaths annually. In some parts of Brighton & Hove, levels of nitrogen oxides are double European and English legal limits. As part of a range of measures to improve air quality, such as the introduction of a Low Emission Zone, parking charges / costs in this area can help to encourage less polluting travel options and reduce emissions.

Sunday parking and also parking between the period of 6pm - 8pm are still very high demand times and reducing these times / days could cause congestion and accessibility issues if they were to become unrestricted. When consulting on resident parking schemes the Council do offer a number of alternatives including Monday to Friday restrictions or restrictions for just parts of the day e.g. a Light touch parking scheme. However, if a majority of residents of a particular resident parking zones do require a reduction in the hours or days then this could be considered as a future parking scheme review but would need a signed petition to allow the Council to gauge the support for this consultation taking place so it can be considered for inclusion in the priority parking scheme timetable.

The committee agreed to accept the petition.

- 124.2 ii. On Street Parking Charges Increases, Brighton and Hove – Presented by Ms Michelle Guyatt.

Ms Guyatt felt that the on street parking charges were prohibitive and stopping tourists from visiting the city. Ms Guyatt also felt that the charges were an excessive income stream for Brighton and Hove City Council (BHCC). Ms Guyatt had estimated running figures and increased income for the Council since charges were increase. Ms Guyatt felt that was unhappy about current charges and the fines issued for non-compliance.

The Chair gave the following response:

Decriminalised Parking Enforcement (DPE) was introduced in July 2001 with the aim of reducing congestion and improving traffic management. Any surplus arising from on street parking is spent on qualifying expenditure as governed by section 55 of the Road Traffic Regulation Act 1984, as amended from October 2004 by section 95 of the Traffic Management Act 2004. The surplus generated from charges after direct costs contributes towards the part funding of bus subsidies, concessionary bus fares and Local Transport Plan costs.

The proposed 2019/20 fees follow a review of parking demand in the city and the objectives set out in the Council's Local Transport Plan. Improving air quality is a key objective in Brighton & Hove. Nationally, poor air quality reduced average life expectancy in the UK by over 6 months and is responsible for approximately 50,000 premature deaths annually. In some parts of Brighton & Hove, levels of nitrogen oxides are double European and English legal limits. As part of a range of measures to improve air quality, such as the introduction of a Low Emission Zone, parking charges in this area can help to encourage less polluting travel options and reduce emissions.

In addition, congestion in the central area can affect the reliability of journey times and long term parking can reduce accessibility and the turnover of spaces. Parking charges can help to encourage alternative transport choices and higher turnover of spaces. Better accessibility

through a high turnover of vehicles being parked helps to support local businesses.

As with on-street parking charges, the proposed fees for off-Street parking are considered to be at a level which reflects the Council's traffic management objectives, particularly to reduce congestion in the city centre and promote alternative forms of transport.

The committee agreed to accept the petition.

124 (b) **Written Questions**

124.3 No written questions had been received.

124 (c) **Deputations**

124.3 No deputations had been received.

125 **MEMBER INVOLVEMENT**

125 (a) Petitions

125.1 No petitions had been received from Members.

125 (b) Written Questions

125.2 One written question had been received from Councillor Gibson.

'Can the Chair of the Committee please provide a table showing the annual repayment required of BHCC on a loan (showing repayment periods of 30, 40, 50 and 60 years for each loan), at current PWLB rates for 5, 10, 20, 25, 30, 35, 40 and 50 million pounds?'

The Chairman gave the following response:

The table below shows the annual financing costs of borrowing based on the Public Works Loan Board (PWLB) published rates on 6th February 2019. These costs are subject to the government's discount to local authorities. This is known as the 'certainty rate' which is 0.20% below the published maturity rate for standard new loans. These rates apply to maturity loans where the principle loan amount is repaid in one lump sum at the end of the loan period.

PWLB rates are updated and published twice daily on banking days and can fluctuate substantially over time primarily due to changes to the Gilts market and the Bank of England Base Rate, and therefore the information in the table is indicative only, i.e. different interest rates would result in different costs.

The annual cost is based on the council's Annuity Minimum Revenue Provision whereby the council sets aside repayments of the principle each year to meet the full loan repayment at the loan expiry date.

The parameters for the council's investment and borrowing are set within the Treasury and Prudential Indicators. The 2019/20 indicators are due to be agreed at Budget Council on the 28 February 2019 as part of the Budget Report.

All loan finance must satisfy a number of conditions:

- It has to be used to fund capital investment
- The loan relates to the lifespan of the assets created
- The cost must be affordable, prudent and sustainable with the financing costs being reflected in the council's revenue budget.

Information for 60 years loans has not been provided as the maximum term for a PWLB loan is 50 years.

Based on Annuity	Period		
30 years	40 years	50 years	
PWLB Certainty Rate	2.53%	2.42%	2.39%
Loan amount	£'000 pa	£'000 pa	£'000 pa
£5m	240	197	172
£10m	480	393	345
£20m	959	786	690
£25m	1,199	983	862
£30m	1,439	1,179	1,035
£35m	1,679	1,376	1,207
£40m	1,919	1,572	1,379
£50m	2,398	1,965	1,724

The Chairman passed a paper copy of the table to Councillor Gibson.

125 (c) Letters

125.3 No letters have been received from Members.

125 (d) Notices of Motion

125.4 No Notices of Motion had been received.

126 **SALTDEAN LIDO RESTORATION**

126.1 The Committee considered the report of the Executive Director for Economy, Environment & Culture which considered the Council support for the restoration of the Council owned Saltdean Lido to enable the long term sustainability of the facility since the surrender of the previous leaseholder in 2011.

126.2 The Saltdean Lido Community Interest Company (SLCIC) has received a conditional grant of £4.2m from the Heritage Lottery Fund (HLF) upon the SLCIC achieving match

funding. Applications to Coastal Communities Fund (CCF) and Power to Change have been unsuccessful. The Council has been requested to support the restoration with the shortfall of £1.6m to enable the restoration work of the main building to go ahead.

126.3 The report considered the options to the Council to assist with the funding shortfall and the potential implications if assistance is not provided to restore the grade II* heritage asset listed structure on the Buildings at Risk register.

126.4 Councillor Janio set out the following amendment:

'To add the word '*and*' to recommendation (5) and the additional recommendations (6) as set out below in bold italics:

That the committee requests that Officers assist the Saltdean Lido CIC by undertaking such activities as they consider appropriate in connection with fundraising for the Lido restoration, including the match funding required to support the HLF grant, and requests that the Executive Director Economy, Environment and Culture to bring a biannual report to PRG Committee detailing the progress made.

126.5 The amendment was seconded by Councillor Bell.

126.6 Councillor Janio commented that the Lido was highly valued asset and he supported the underwriting the shortfall. He also stated that he was keen that the Council keep-an-eye on the scheme and that Council officer's should support developers and that CIC should look at other funding wherever possible.

126.7 Councillor Sykes stated his support for the amendment and asked if the business case for the CIC was robust and what were the VAT implications on the restoration project.

126.8 He was informed that CIC would be able to recover VAT and the CIC business plan seems realistic, in a robust position and operating reliably on a sound basis.

126.9 Councillor Peltzer Dunn asked, as the Council was the leaseholder, what would happen if CIC failed and would legal charges be incurred involving the leaseholder and tenant, both of whom were the Council.

126.10 He was informed that if CIC failed the lease would revert to the Council and that security was in place with fail clauses.

126.11 Councillor Wealls asked if the lease had conditions to repay monies.

126.12 He was informed that the Council interests were protected and that the monies were not a loan but a grant.

126.13 Councillor Bell noted that the item numbering on page 29 was out of sync and under 7.7.2 Governance - the authority could have increased governance including the oversight of the tender process for works. The Member was pleased to also note that the HLF monitors expenditure and stated that he felt that the Members had a duty of

care on behalf of residents to monitor expenditure and that East Brighton had few tourist attractions and the Lido was a valuable asset.

126.14 The Chair noted the comments and put the recommendations to the vote.

126.15 **RESOLVED:**

- (1) Agrees to the request from Saltdean Lido CIC and underwrites the shortfall in funding of £1.600m towards the restoration of Saltdean Lido to secure the HLF grant of £4.200m;
- (2) Agrees that if the Saltdean Lido CIC fails to identify alternative sources of funding that the council will provide funding of up to £1.600m pursuant to a funding agreement;
- (3) Agrees that if the council provides the funding of up to £1.600m it shall fund the contribution by borrowing and be included in the capital investment programme;
- (4) Notes the Saltdean Lido CIC have an outstanding loan of £0.220m and agrees to reschedule the loan repayments with a deferment of 9 months as set out in paragraph 7.4;
- (5) Grants delegated authority to the Executive Director Economy, Environment & Culture to agree the terms of the funding agreement and take all necessary steps to implement the recommendations above; and
- (6) That the committee requests that Officers assist the Saltdean Lido CIC by undertaking such activities as they consider appropriate in connection with fundraising for the Lido restoration, including the match funding required to support the HLF grant, and requests that the Executive Director Economy, Environment and Culture bring a biannual report to PRG Committee detailing the progress made.

127 GENERAL FUND REVENUE BUDGET, COUNCIL TAX AND CAPITAL STRATEGY 2019/20

- 127.1 The Committee considered the report of the Executive Director for Finance & Resources which detailed the revenue and capital budget proposals for 2019/20. The Executive Director noted that the report reflected the final year of the 4 year planning framework introduced in 2016/17 and was aligned with the current central government spending review period and 4 year funding deal.
- 127.2 Councillor Sykes requested information relating to the number of posts lost as a result of the funding to libraries, what was the funding provided for Hove Station and what the funding set aside for contingency regarding Brexit.
- 127.3 The Executive Director stated that the loss of 10.5 Full Time Employee (FTE) posts had been reduced to 8, Hove Station funding would need to be confirmed in writing, and the contingency funding for Brexit was £210,000, but not limited to.

- 127.4 The Chief Executive commented that the South East 7 drew on information from across the area and this may reveal where funding may be required and to note that contingency funding was for the resulting issues not Brexit itself.
- 127.5 Councillor Yates thanked the officers for the report and was pleased to see the all year round funding for the Night Shelter and the Mary Clark statue model.
- 127.6 Councillor Gibson requested the dates for the budget review and was informed that it was December 2018 and April 2019.
- 127.7 Councillor Yates wished the committee to note that the plan for funding was a 4 year cycle with ongoing reviews.
- 127.8 Councillor Gibson was also pleased to note the funding for the all year round Night Shelter. However, he expressed concern at the loss of high dependency bed spaces and the resulting impact on other units.
- 127.9 The Chair noted the comments and put the recommendations to the vote.

127.10 RESOLVED: That the Committee recommend to Council -

- (1) The Administration's proposed budget and Council Tax increase on the Brighton & Hove element of the council tax, comprising:
 - i) A general Council Tax increase of 2.99%;
 - ii) The council's net General Fund budget requirement for 2019/20 of £203.583m;
 - iii) The 2019/20 budget allocations to services as set out in the Budget book at Appendix 1 incorporating 2019/20 savings proposals contained in the 4 -Year Integrated Service & Financial Plans;
 - iv) The reserves allocations as set out in paragraph 3.20 and Table 3
- (2) That Council notes the updated Medium Term Financial Strategy included in the Budget Book at Appendix 1.
- (3) That Council approves the Capital Strategy for 2019/20 at Appendix 2 comprising:
 - i) The strategy for funding the investment in change and flexible use of capital receipts as set out in section 5;
 - ii) The capital resources and proposed borrowing included at Annex 1;
 - iii) The Capital Investment Programme for 2019/20 of £156.650m included within the Budget book at Appendix 1 and incorporating allocations to strategic funds.
- (4) That Council notes the Equalities Impact Assessments to cover all relevant budget options and their cumulative effect as set out in Appendices 6 and 7.
- (5) That Council further notes the budget decision is an indicative resourcing decision to be taken in the context of the explanation in the Legal Implications paragraph 13.3

- (6) That Council approves the Treasury Management Strategy Statement as set out in Appendix 3 comprising:
- i) The Annual Investment Strategy
 - ii) The Prudential and Treasury Indicators
 - iii) The Minimum Revenue Provision policy
 - iv) The authorised borrowing limit for the year commencing 1 April 2019 of £420m.
- (7) That Council notes that supplementary information needed to set the overall council tax will be provided for the budget setting Council meeting as listed in paragraph 8.3
- (8) That Policy, Resources & Growth Committee agrees that Executive Director Finance & Resources be authorised to make any necessary technical, presentational or consequential amendments to this report before submission to full Council.

128 HOUSING REVENUE ACCOUNT BUDGET AND CAPITAL INVESTMENT PROGRAMME 2019/20 AND MEDIUM TERM FINANCIAL STRATEGY

- 128.1 The Committee considered a joint report of the Executive Director for Finance & Resources and the Executive Director for Neighbourhoods, Communities & Housing, which detailed the proposed Housing Revenue Account (HRA) revenue and capital budget for 2019/20 as required by the Local Government & Housing Act 1989.
- 128.2 Councillor Gibson proposed the following amendment and stated that he felt that the amendment should be considered by the committee in sections and made the following comments:
- The importance of affordable rents was not to be underestimated;
 - The Council buying homes and emergency accommodation was a positive;
 - It was good to spend-to-save and resources identified in the report could expand the scheme;
 - The loss of units under the right-to-buy scheme was almost balanced by the replacement units built by the authority; and
 - Fully approve of housing as a top priority.

To amend the following recommendations, and insert recommendations (3) to (6) as shown below in ***bold italics***:

Recommendations: That the Policy, Resources & Growth Committee approve and recommend the following to full Council:

- (1) That full Council approve the updated HRA revenue budget for 2019/20 as shown in Appendix 2 to the report (***as amended for any change to reserves arising from amendments (3) and (6) below***); and
- (2) That full Council approve the capital programme budget of

£26.964m for 2019/20 and notes the 3 year programme as set out in Appendix 4 to the report *(as amended for any change to the capital programme arising from amendments (4), (5) and (6) below)*.

- (3) ***That a HRA Rent Support Reserve of £1.050m be created, through a reduction in the reserve funding of the HRA capital programme by borrowing the same, and to apply this reserve in the form of a subsidy over the lifetime of modelled new schemes in order to support the provision of new council homes at lower rents, particularly social rents and 27.5% living wage rents;***

Chief Finance Officer Comments

The effect of amendment (a) is to switch the current funding of the capital programme from revenue reserves to borrowing by £1.050m. This will cost approximately £0.031m in borrowing costs from 2020/21. The borrowing costs in 2020/21 and beyond will need to be financed within the HRA revenue budget for 2020/21 and included in budget proposals for this financial year. Depending on agreed rent levels, this may require subsidy from the HRA. Given that HRA rents will begin increasing again from 2020/21, extra revenue resources are potentially available to fund any subsidy but will forego spending on other HRA priorities. Note: there will be no interest due in 2019/20.

The intended purpose of the rent support reserve is to support new housing schemes that are reported to H&NH Committee with an estimated subsidy, enabling rents to be set at a lower level than would otherwise be the case. The use and parameters of this reserve and whether amendments to the rent policy are required would need to be considered. A full equalities impact assessment would also need to be carried out to ensure that the application of this reserve was fair and equitable.

- (4) ***That the Purchase Properties budget be increased by £3.500m and added to the 2019/20 HRA Capital programme to be funded by HRA borrowing and Right to Buy receipts;***

Chief Finance Officer Comments

This amendment can be funded by a combination of RTB receipts (£1.050m) and borrowing (£2.450m). This would increase the purchase properties budget to £7m for 2019/20. This equates to approximately 32 properties being purchased in 2019/20 based on the average price paid to date. The increase in this budget is likely to require more staffing resources to support this; these costs would need to be met from this capital budget. There is a risk that this budget would not be spent in total given the large increase in budget and the service capacity to deliver this. However, unspent budget can be reprofiled into the following financial year.

The capital programme and business plan already assumes that RTB receipts up to 2021/22 will be fully utilised by the estimated pipeline of schemes within the New Homes for Neighbourhoods programme. The extra £3.500m of expenditure

funded by RTB receipts included in this amendment would therefore replace this assumed future expenditure, reducing the 2020/21 to 2021/22 resources (currently £21.410m) for other pipeline schemes by £3.500m.

By effectively bringing this £3.500m forward 1 year, this will result in additional borrowing costs in 2020/21 of approximately £0.074m. Depending on agreed rent levels, this may require subsidy from the HRA. Given that HRA rents will begin increasing again from 2020/21, extra revenue resources are potentially available to fund any subsidy but this will forego spending on other HRA priorities. Note: there will be no interest due in 2019/20.

- (5) ***That a budget of £3.500m be added to the 2019/20 HRA Capital programme to purchase buildings to provide emergency homeless accommodation for in-house delivery by the council to be funded by HRA borrowing and RTB receipts;***

Chief Finance Officer Comments

The additional budget of £3.500m could be added to the HRA capital programme for 2019/20 and potentially funded by RTB receipts (£1.050m) and borrowing (£2.450m) but it would still require a detailed report to this committee on all of the associated revenue implications (HRA and General Fund) of providing this type of accommodation to ensure that such a scheme was viable and cost effective. This means the committee does have the alternative option of waiting for this further report rather than adding this scheme to the capital programme now. Importantly, it is still not confirmed whether or not such a scheme would be able to utilise RTB receipts and this will be pursued with the Ministry for Housing, Communities and Local Government (MHCLG). The detailed report back to committee would include all implications about the funding of such a project.

Based on similar projects delivered within the HRA, it is unlikely that the scheme would be viable without the use of RTB receipts. If this budget is approved and the purchase of properties for use as Emergency Accommodation does not provide Value for Money, any budget variations, up or down, will be made in accordance with the council's Financial Regulations and Standard Financial Procedures.

The capital programme and business plan already assumes that RTB receipts up to 2021/22 will be fully utilised by the estimated pipeline of schemes within the New Homes for Neighbourhoods programme. The extra £3.500m of expenditure funded by RTB receipts included in this amendment would therefore replace this assumed future expenditure, reducing the 2020/21 to 2021/22 resources (currently £21.410m) for other pipeline schemes by £3.500m.

By effectively bringing this £3.500m forward 1 year will result in additional borrowing costs in 2020/21 of approximately £0.074m. Depending on agreed rent levels, this may require subsidy from the HRA. Given that HRA rents will begin to increase again from 2020/21, extra revenue resources are potentially available to fund any subsidy but this will forego spending on other HRA priorities. Note: there will be no interest due in 2019/20.

- (6) *That the Estate Development Budget be increased by £0.050m to £0.405m in the 2019/20 HRA Capital programme, funded from HRA useable reserves.*

Chief Finance Officer Comments

The amendment would mean the use of revenue reserves to fund this increase in budget, therefore reducing useable reserves at March 2020 to £3.086m. It should be noted that there is currently a review of EDB being carried out with tenants.

- 128.3 Supporting information to the proposed amendment had been circulated to Members and officers before the meeting.
- 128.4 Councillor Sykes formally seconded the amendment.
- 128.5 The Chair asked if the £7m was for the total of 32 properties that had been bought by the authority and whether the Estate Development Budget (EDB) was over or under spent.
- 128.6 The Executive Director for Finance & Resources confirmed that it was correct and the HRA covered the full cost and that the EDB was under budget and was currently being reviewed. It was noted that the EDB could be spent without coming to committee.
- 128.7 Councillor Janio asked if current projects were to go ahead should EDB funds be available.
- 128.8 The Executive Director for Finance & Resources confirmed that the funds were available.
- 128.9 The Chair noted the request to take each of the revised recommendations of the amendment individually and therefore put each recommendation as amended to the vote. The Chair confirmed that recommendations (1) to (5) as amended had been carried and that the additional recommendation (6) had been lost.
- 128.8 **RESOLVED:** That the Committee approve and recommend the following to Full Council
- (1) That full Council approve the updated HRA revenue budget for 2019/20 as shown in Appendix 2 to the report (as amended for any change to reserves arising from amendments (3) and (6) below); and
 - (2) That full Council approve the capital programme budget of £26.964m for 2019/20 and notes the 3 year programme as set out in Appendix 4 to the report (as amended for any change to the capital programme arising from amendments (4), (5) and (6) below).
 - (3) That a HRA Rent Support Reserve of £1.050m be created, through a reduction in the reserve funding of the HRA capital programme by borrowing the same, and to apply this reserve in the form of a subsidy over the lifetime of modelled new schemes in order to support the provision of new council homes at lower rents,

particularly social rents and 27.5% living wage rents;

- (4) That the Purchase Properties budget be increased by £3.500m and added to the 2019/20 HRA Capital programme to be funded by HRA borrowing and Right to Buy receipts; and
- (5) That a budget of £3.500m be added to the 2019/20 HRA Capital programme to purchase buildings to provide emergency homeless accommodation for in-house delivery by the council to be funded by HRA borrowing and RTB receipts.

129 TARGETED BUDGET MANAGEMENT (TBM) 2018/19: MONTH 9

- 129.1 The Committee considered the report of the Executive Director of Finance & Resources, which set an indication of forecast risks as at Month 9 of the Council's revenue and capital budgets for the financial year 2018/19.
- 129.2 Councillor Sykes asked how the Adult Social Care spend was being monitored, what were the Housing Services and Temporary Accommodation spends and what was being done about the overspend relating to Cityclean.
- 129.3 He was informed that Adult Social Care had received less funding from the Clinical Commissioning Group (CCG) and Public Health. The budget is complex with work streams are being set up to help to save money. It was noted that CCG budget setting is often completed way into the new financial year and this had a knock-on effect on Adult Social Care budgets as predictions may not meet delivery.
- 129.4 Temporary accommodation has not seen a huge increase and the Flexible Homes grant is therefore being reserved for Social Services and will have an increased focus on needs and wants. To that end more data is being collated to better allocate resources.
- 129.5 Cityclean are currently recruiting a dedicated commercial waste team to cover ongoing and new issues. This will supply more information to assist with reducing overspends.
- 129.6 Councillor Peltzer Dunn commented that the amended 'Bubble' chart looked healthier and thanked the officers.
- 129.7 Councillor Yates thanked officers for the work involved with the report.
- 129.8 The Chair noted the comments and put the recommendations to the vote.
- 129.9 **RESOLVED:**
- (1) That the forecast risk position for the General Fund which indicates a budget pressure of £0.381m as at month 9 be noted. (This includes an overspend of £1.100m on the council's share of the NHS managed Section 75 services);
 - (2) That, based on downward forecast trends since month 4, the position to be assumed for the purposes of setting the 2019/20 General Fund revenue budget is break-even, indicating a further predicted improvement of £0.381m by year end

be noted;

- (3) That the 2018/19 one-off financial risk safety net of £1.500m can therefore be released and will be available in full to support the 2019/20 General Fund revenue budget be noted;
- (4) That the forecast for the Housing Revenue Account (HRA), which is currently an underspend of £0.900m be noted;
- (5) That the forecast position for the Dedicated Schools Grant, which is an underspend of £0.865m be noted;
- (6) That the forecast outturn position on the capital programme and approve the variations and slippage in Appendix 6 and the new schemes as set out in Appendix 7 to the report be noted; and
- (7) That the advice regarding the council's ability to accept payments in Euros as set out in Section **Error! Reference source not found.** of the report be noted.

130 ITEMS REFERRED FOR COUNCIL

130.1 Items 127 and 128 were referred to the Full Council meeting on 27 February 2019.

Part Two Summary

131 PART TWO MINUTES - EXEMPT CATEGORY 3

131.1 Part Two Minutes of the last meeting held on 24 January 2019 were accepted as true record and signed by The Chair.

132 PART TWO PROCEEDINGS

132.1 **RESOLVED:** That the information contained in Part Two remain exempt from disclosure

The meeting concluded at 5.34pm

Signed

Chair

Dated this

day of

21 March 2019

Brighton & Hove City Council

WRITTEN QUESTIONS

A period of not more than fifteen minutes shall be allowed at each ordinary meeting for questions submitted by a member of the public.

The question will be answered without discussion. The person who asked the question may ask one relevant supplementary question, which shall be put and answered without discussion. The person to whom a question, or supplementary question, has been put may decline to answer it.

The following written questions have been received from members of the public.

(1) King Alfred

Cllrs at PRG have - at some length - complained about and questioned the progress of the King Alfred Development Agreement. It prompts the question in my mind: how long should it take to formulate, agree & sign a Development Agreement after bids are awarded?

Valerie Paynter

Subject: Items referred from 31 January 2019 Full Council meeting- Petitions

Date: 21 March 2019

Report of: Monitoring Officer

Contact Officer: Name: Lisa Johnson Tel: 01273 291228
E-mail: Lisa.johnson@brighton-hove.gov.uk

Wards Affected: Various

FOR GENERAL RELEASE

1. SUMMARY AND POLICY CONTEXT:

1.1 To receive any petitions referred from the Full Council meeting of 31 January 2019

2. RECOMMENDATIONS:

2.2 That the Committee responds to the petition either by noting it or writing to the petition organiser setting out the Council's views, or where it is considered more appropriate, calls for an officer report on the matter which may give consideration to a range of options, including the following:

- taking the action requested in the petition
- considering the petition at a council meeting
- holding an inquiry into the matter
- undertaking research into the matter
- holding a public meeting
- holding a consultation
- holding a meeting with petitioners
- referring the petition for consideration by the council's Overview and Scrutiny Committee
- calling a referendum

3. PETITIONS

3. (i) Relocation of KSD Environmental Ltd– Councillor Yates

To receive the following petition referred from the meeting of Full Council and signed by 1200 -1300 people:

"We, the undersigned have serious concerns about the location of the existing waste and recycling depot, operated by KSD Environmental Ltd.

The position of the business adjacent to a school crossing, a number of residential properties, a church and a busy intersection with a major route into the city, is causing major problems for both traffic and pedestrians. Only recently, a child narrowly avoided being seriously injured by an HGV at the site and there have been several incidents involving vehicle collisions and near misses.

In our opinions, there is a very real likelihood of a serious or fatal accident occurring in the near future and it is time that the business relocate to a more suitable site.

21 March 2019

Brighton & Hove City Council

MEMBER INVOLVEMENT - WRITTEN QUESTIONS

The following written question has been submitted:

(i) Amendments to Budget

At Budget Council the Green Group submitted a number of amendments, which passed, that included reversals of cuts and funding for some new or reinstated services as set out below. Please would the Council Leader indicate for each cut reversal what the effect will be in relation to the original Administration proposal and for the three new /reinstated service propositions what the plan is to take them forward?

Cut reversals:

- Delete the £0.020m proposed cut to the Third Sector Improvement Programme Healthy Neighbourhoods fund;
- Delete the £0.053m proposed cut in Public Health funding of substance misuse services;
- Delete the £0.093m proposed cut in Public Health funding of sexual health services;
- Delete the £0.050m proposed cut in directly-provided day services for people with Learning Disabilities;
- Delete the £0.031m proposed cut in funding to the Community Safety Team;
- Reduce the £0.242m proposed cut to the Library service by £0.121m to help safeguard the future of our Libraries;
- Reduce the £0.140m proposed cut in Families Children and Learning residential, respite and short breaks for children with health problems and Special Educational Needs by £0.070m.

New /reinstated services:

- Fund Cityclean with £0.022m to provide logistical support to Universities and student volunteers to ensure reuse and sustainable disposal of student household furniture and belongings at end of term and to minimise fly-tipping;
- Provide £0.033m to create a recurring fund to help keep the City Centre looking at its best: a Community Clean-up Fund. To be used for anti-graffiti materials available for community groups and residents and towards sustainable street cleansing innovations such as hot foam technology to remove gum, grime and weeds;
- Fund community transport for older people (for example, the Easylink service) with £0.038m.

Councillor Sykes

21 March 2019

Brighton & Hove City Council

Subject:	Pay Policy Statement 2019/20		
Date of Meeting:	21 March 2019 – Policy, Resources & Growth Committee 28 March 2019- Council		
Report of:	Executive Director, Finances & Resources		
Contact Officer:	Name:	Matt Naish	Tel: 01273 295088
	Email:	matt.naish@brighton-hove.gov.uk	
Ward(s) affected:	All		

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

1.1 The Localism Act 2011 requires local authorities to produce a pay policy statement to be approved by Council annually before the start of the financial year to which it relates. The aim is to increase accountability, transparency and fairness in the setting of local pay.

1.2 The statement:

- sets out the council's policies on a range of issues relating to the pay of its workforce, particularly its senior and lowest paid staff;
- summarises the parameters within which staff are paid;
- describes the parameters being governed by a local pay framework set with reference to national terms and conditions, and nationally agreed pay awards.

1.3 The provisions in the Act do not seek to determine what decisions on pay should be taken, or what policies should be in place, but they do require councils to be open about their policies and how decisions are made.

1.4 This report seeks approval of the Policy, Resources & Growth Committee to recommend to Council the attached pay policy statement for adoption from 1st April 2019.

2. RECOMMENDATIONS:

2.1 That Policy, Resources & Growth Committee recommends to Council the adoption of the pay policy statement for 2019/20 as attached at Appendix 1.

3. CONTEXT/ BACKGROUND INFORMATION

The Pay Policy Statement

- 3.1 The Localism Act 2011 requires local authorities to produce an annual pay policy statement prior to the year to which they relate. The statement for 2019/20 is attached at Appendix 1. The council may amend its statement by resolution of Council if required during the year.
- 3.2 Schools' staff fall outside the scope of this legislation. Individual governing bodies are responsible for setting and updating their own Schools' Pay Policy each year.
- 3.3 The guiding principles for the council's pay policy are set out in the 'Aim' section of the statement. The council has adopted national terms and conditions, and these provide scope for local determination on grading structures and pay lines, as well as the ability to negotiate on working pattern allowances. The Council has the ability to determine its pay line and grading structure and payments over and above basic pay.
- 3.3 Chief officers, for the purpose of this legislation, are those who report to the Chief Executive and those who report to posts reporting to the Chief Executive i.e. deputy chief officers (aside from support roles).
- 3.4 The statement must provide a definition of lowest-paid employees adopted by the council for the purposes of the statement and include the council's policies relating to the remuneration of chief officers, payments to chief officers on leaving, and the publication of information on the remuneration of chief officers. The pay policy statement provides links to our existing policies on redundancy, retirement and other compensation payments. These policies set out who is responsible for decisions on such payments.
- 3.5 *Openness and Accountability in Local Pay' 2013* (government guidance) states that Members should be offered the opportunity to vote before large salary packages are offered in respect of a new appointment, setting the appropriate threshold at £100,000. In Brighton & Hove, the Council has established an Appointment and Remuneration Panel whose advice must be sought in relation to senior salaries. Therefore, it is considered that there are adequate systems in place to ensure value for money.
- 3.6 Supplementary Guidance published in February 2013 recommends greater scrutiny and accountability for decisions made to offer large severance packages (other than amounts that may be payable by virtue of any enactment e.g. redundancy retirements where payment is in line with legal requirements and

normal council policy). The recommended threshold for Member involvement is set at £100,000 and states that all components of such packages are clearly set out.

- 3.7 The statement provides that decisions in relation to permanent recruitment to posts which attract a total remuneration package above the £100,000 threshold will be referred to the Appointments and Remuneration Panel for consideration and recommendation to the Chief Executive. The same provision is made with regard to severance packages above £100,000, with the Chief Executive having authority to agree a severance package above £100,000 where the severance package has been recommended by the Appointments and Remuneration Panel. All other severance packages are considered and agreed by an officer compensation panel comprising the Head of Human Resources, the Monitoring Officer and the s151 Officer (or their delegates). The council's external auditors are also consulted about the value for money of any potential offers to Chief Officers. Compensation packages in excess of £100,000 which relate to the Chief Executive will be referred to Policy, Resources & Growth Committee for approval.
- 3.8 The Localism Act 2011 does not require specific numerical data on pay and reward to be published as part of a council's pay policy statement. However, the guidance suggests that consideration be given to how the pay policy statement fits with data on pay and reward that councils are already required to publish on their websites, under the [Local Government Transparency Code](#) and by the [Accounts and Audit \(England\) Regulations 2011](#). The data published is in an accessible format according to the guidance contained in the aforementioned publications.
- 3.9 The council publishes pay data annually in accordance with the Local Government Transparency Code. The majority of this information is published as soon as possible after the start of the financial year. However information required in line with the Accounts and Audit (England) Regulations 2011 is published in June each year in an unaudited format, and then the fully audited accounts are published in September each year.
- 3.10 The Localism Act 2011 requires authorities to explain what they think the relationship should be between the remuneration of its chief officers and its employees who are not chief officers. The pay multiple is calculated using the median pay of all employees within the scope of the Pay Policy Statement as a multiple of the Chief Executive's salary. This method is in line with the Hutton report on Fair Pay, which is referred to in the 'Openness and Accountability in Local Pay' guidance. For financial year 2017/18 the pay multiple was **5.7:1**, this has reduced steadily from a figure of 7.65 in 2012/13. This is recalculated after the end of the financial year and published on the council's website as part of our pay data. The pay multiple is calculated using the definition contained in the Local Government Transparency Code, i.e. the ratio between the highest paid

employee (usually the Chief Executive, as is the case with Brighton & Hove) and the median salary across the workforce (excluding school staff).

- 3.10 The pay multiple for 2018/19 is **yet to be calculated this year** this will be calculated prior to PR&G & Full council**.
- 3.11 The pay policy statement, when published on our website, will contain hyperlinks to related information.

Potential Changes in 2019/20

- 3.12 In November 2015 the Government indicated its intention to introduce a cap of £95,000 on exit payments for employees in the public sector, with limited exemptions. Although provision for this was included within the Enterprise Act 2016, regulations limiting exit payments remain in draft. The Government indicated an intention to consult further in February 2018, however no further information has been made available and no implementation date set.
- 3.13 In addition, in March 2016 the Government issued draft regulations to provide for the recovery of exit payments made to employees who leave the public sector and return to the same within a period of 12 months. While again there is no information on when relevant changes will take effect, the Council will be bound by them. The Government proposes to set the minimum salary at which the recovery provisions apply at £80,000 per annum.
- 3.14 If the proposals outlined in paragraphs 3.12 and 3.13 (or a version of them) are implemented, then relevant council employment policies will be reviewed once the full details and implications are known.
- 3.15 The Voluntary Living Wage for council employees will increase to £9.00 per hour with effect from 1st April 2019: an increase of 2.9%.
- 3.16 The pay policy does not cover the Gender Pay Gap report, published on 7 March 2019, driven by The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 this shows that on average female employees earn 7.3% more than male employees, and that using the median as a measure female employees earn 6.7% more than male employees.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 Section 39(1) of the Localism Act 2011 requires the Council to approve its Pay Policy Statement, while section 39(5) requires that it publish its Pay Policy Statement as soon as reasonably practicable after approval. This report and the Pay Policy Statement are considered to achieve the appropriate levels of transparency and to comply with relevant guidance.

5. COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 The purpose of this pay policy statement is to provide transparency regarding how local decisions on pay are made. There will be no separate consultation, however trade unions have been made aware of the contents.

6. CONCLUSION

- 6.1 It is a requirement of the Localism Act 2011 that Members are consulted prior to the publication of the Pay Policy Statement. It is therefore recommended that Policy and Resources Committee approve this report and recommend that full council formally approve the Pay Policy Statement 2019/20.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 The annual pay policy statement supports good governance and allows benchmarking comparisons with other local authorities to assess Value for Money. The pay assumptions within the budget for 2019/20 are consistent with this policy including provision for the Living Wage to increase to £9.00 per hour from 1st April 2019.

Finance Officer Consulted: James Hengeveld

Date: 11/02/19

Legal Implications:

- 7.2 The proposed Pay Policy Statement complies with the requirements of s38 of the Localism Act 2011 and has taken into account associated guidance. The proposed arrangements are considered to satisfy the expectations articulated in the guidance regarding member oversight of relevant exit payments. The Statement is also consistent with existing Data Protection and Employment legislation.

The Repayment of Public Sector Exit Payments Regulations 2016, referred to in paragraphs 3.13 to 3.15 above remain in draft and it is not yet clear when or if they will become law. If implemented in their current form, then these Regulations would require certain public sector workers to repay some or all of any 'qualifying exit payments' in certain circumstances. The Public Sector Exit Payments Regulations 2016, also still in draft, propose to set a cap of £95,000 to apply to the majority of public sector exit payments. The Council's employment policies and procedures would require review should the law change in the terms described above, this to ensure that they reflect the requirements of the new regulations and any associated guidance.

- 7.3 It is a requirement of section 39(1) of the Localism Act 2011 that the Pay Policy Statement be approved by Full Council.

Lawyer Consulted: Victoria Simpson

Date: 18/12/18

Equalities Implications:

- 7.4 The publication of a pay policy statement increases transparency over pay and promotes fairness.

Sustainability Implications:

- 7.5 None

Any Other Significant Implications:

- 7.6 The pay policy statement provides local taxpayers with information on how the council makes local decisions on pay and thus provides greater openness and transparency to assist the public to assess value for money

SUPPORTING DOCUMENTATION

Appendices:

1. Appendix 1: Pay Policy Statement 2019/20
2. Appendix 2: Comparator councils Pay Multiple

Documents in Members' Rooms

None

Background Documents

1. [The Localism Act 2011](#)
2. [Openness and accountability in local pay: Guidance under section 40 of the Localism Act – published February 2012](#)
3. [Openness and accountability in local pay: Guidance under section 40 of the Localism Act Supplementary Guidance –published February 2013](#)
4. [Local Government Transparency Code 2015](#)
5. [Hutton Review of Fair Pay in the Public Sector 2011](#)

Brighton & Hove City Council Pay Policy Statement 2019/20

1 Aim

Brighton & Hove City Council wants to ensure that the City and its residents receive high quality services and excellent value for money. In the context of the significant budget challenges that the council faces, pay levels need to be set at a level that will enable the council to attract and retain high calibre individuals without being overly generous or imprudent with public funds.

To achieve this, the council requires a workforce at all levels that is conscientious, professional and reliable and which has the relevant up-to-date skills and knowledge to deliver high quality services to the residents of and visitors to Brighton and Hove.

The council depends on a high calibre senior management team able to provide leadership and to work in close partnership with other private, public and voluntary agencies across the City. The senior team need to work with partners to assess and understand the level of need across the City and to commission and deliver services. At the same time they need to be able to lead change programmes and reduce costs to deliver better outcomes for customers. An innovative, skilled and experienced workforce is vital to the delivery of our vision and this is at the heart of our pay policy. This principle applies from the lowest to highest paid employee.

Whilst recognising the market rates for pay, and seeking to attract the best talent the council seeks to ensure that pay policies are based on fairness and equality and allow the workforce to live healthy and happy lives. The council has introduced the voluntary 'Living Wage' and is working to reduce the pay gap between the highest and the lowest paid. The pay multiple between the Chief Executive and the median earnings of the rest of the workforce will be published annually on the council's website.

2 Scope

This document complies with our statutory responsibility to produce a pay policy statement annually pursuant to s38(1) of the Localism Act 2011. This policy statement requires approval by full council. The council wishes to ensure that local taxpayers are able to take an informed view on all aspects of the council's remuneration arrangements and the pay policy statement will be published on the council's website.

The statement applies to all employees of the council and 'casual workers', except for those staff based in schools and apprentices throughout the council.

The Council's arrangements in relation to exit payments will operate subject to any requirements imposed by regulations made pursuant to the Enterprise Act 2016 and the Small Business, Enterprise and Employment Act 2015 and to associated guidance.

3 Definitions

For the purposes of the pay policy statement the following definitions will apply:

- Brighton & Hove City Council defines its lowest paid employees as those who are paid on the lowest spinal column point of our [grading structure](#). This is the voluntary 'Living Wage' and is applied to casual workers as well as employees. A full time post is based on a 37 hour week. Under the terms of the revised national pay spine, (which comes into effect in April 2019) the voluntary 'Living Wage' will equate to the bottom Spinal Column point of the new national pay spine.
- Chief Officers are defined as those who report directly to the Chief Executive. In Brighton & Hove these are currently the members of the Executive Leadership Team. Those who report to the Executive Leadership Team, for the purpose of this policy statement, are also defined as Chief Officers, except where the context provides otherwise.

Senior Structure

For the purposes of this pay policy statement the Executive Leadership Team comprises the following posts; Chief Executive, Executive Director Families, Children and Learning (incorporating Director of Children's Services (DCS) role), Executive Director Health and Adult Social Care (incorporating Director of Adult Social Services (DASS) role), Executive Director of Economy, Environment and Culture, Executive Director Finance and Resources, Executive Lead Officer, Strategy, Governance and Law, Executive Director of Neighbourhoods, Communities and Housing.

The Extended Executive Leadership Team comprises members of the Executive Leadership Team and Assistant Directors ([Link to structure chart](#)). [The Leadership Network for the council comprises the Chief Executive, Executive Directors, Assistant Directors and those that report to them.](#)

National Pay and Conditions

There are a number of national agreements produced through collective bargaining arrangements for different groups of local government staff. The main negotiating bodies relevant to our workforce and their scope are listed below. Brighton & Hove City Council operates these national conditions as amended by local agreements.

The National Joint Council (NJC) for Local Government Services negotiates collective agreements on pay and conditions for local authority employees who are not covered by other specialist negotiating bodies (e.g. teachers).

The Joint Negotiating Committee for Chief Officers of Local Authorities (JNC) covers the pay and conditions for Chief Officers.

The Soulbury Committee negotiates the pay and conditions for advisory staff in local education authorities (LEAs), such as: educational improvement professionals (previously advisers and inspectors) and educational psychologists.

The Joint Negotiating Committee for Youth and Community Workers covers the pay and conditions of youth and community workers.

4 Governance

The Policy, Resources & Growth Committee is responsible for setting policy on pay and conditions of employment within Brighton & Hove City Council. The council has adopted the National Joint Council terms and conditions for local authority staff as amended locally. Chief Officers, including the Chief Executive, are mainly employed on nationally negotiated JNC terms and conditions but their pay is determined locally. A minority of Chief Officers are employed on NJC terms and conditions, but similarly their pay is determined locally.

The relevant sub-committee, committee or the Chief Executive approves the appointment of staff in accordance with the Officer Employment Procedure Rules. The Council has adequate systems in place through the Appointment and Remuneration Panel to ensure value for money.

The Appointments and Remuneration Panel may also be consulted for its views in connection with the statement of pay policy as defined in the council's [constitution](#). The policy in respect of the remuneration of interims and consultants is set out under paragraph 20 below.

5 Grading Structure

The council uses a recognised, analytical job evaluation scheme to ensure that there is an objective process for determining the relative size of jobs and thus allocating jobs to the appropriate grade. This is used for all posts, apart from those of the Chief Executive and Executive Directors and staff employed on Soulbury and Youth Worker conditions of service. Our current pay and grading structure was implemented during 2010.

6 Progression

All posts, apart from that of the Chief Executive are employed on grades containing spinal column points. All employees (other than the Chief Executive) progress through their grade each year (subject to satisfactory performance), rising by one incremental point, until reaching the maximum point of the grade. Pay awards for NJC and JNC staff are negotiated nationally. ([NJC](#) and [JNC grades](#)) Where a member of staff is the subject of formal disciplinary and capability processes, increments may be withheld.

Employees may be accelerated up the pay grade by a maximum of two spinal column points to recognise exceptional performance. Link to [Additional Payments Policy](#).

7 Remuneration on Appointment

Staff are usually appointed on the minimum spinal column point of the grade. However, where there are difficulties recruiting to a post or where an individual can demonstrate

significant valuable previous experience, appointment may be agreed at a higher spinal column point within the grade.

The Chief Executive is required to consult the Council's Appointments and Remuneration Panel on the appropriate starting salary for any new permanent Executive Leadership Team appointments or any other proposal to offer a permanent appointment with a salary package of £100,000 or more.

8 Chief Executive

The Chief Executive's salary is set to ensure that it is competitive when compared to roles of similar size and complexity elsewhere and with regard to the challenges, additional hours and working arrangements required to achieve the requirements of the role. The salary is on a single fixed salary point. Nationally negotiated cost of living awards are applied.

The Chief Executive is entitled to receive a fee as set by the Ministry of Justice for acting as the local returning officer for elections. ([Link to actual earnings and earnings forecast for 2018/19](#))

Full Council is required to approve the appointment of the Chief Executive following the recommendation of such an appointment by the Appointment and Remuneration Panel.

9 Executive Leadership Team

The pay and grading of the Executive Leadership Team is determined by the requirements of the role and by reference to the labour market for roles of a similar size and complexity. Executive Directors (and the Executive Lead Officer Strategy Governance and Law) progress to the next point of their grade scale subject to satisfactory performance in the role as determined by the Chief Executive Officer. Once at the top of the scale they are entitled to receive the JNC nationally negotiated cost of living awards ([Link to actual earnings and earnings forecast for 2018/19](#)).

10 Assistant Directors

The pay structure for posts at this level ensures the council is able to attract and retain staff with the suitable skills and experience to deliver the council's many services. Nationally negotiated cost of living awards are applied.

11 Additional Payments

In order to ensure sufficient flexibility to reward staff who are undertaking additional responsibilities the Council's policy on [Additional Payments](#) provides for Acting Up Allowances or a one-off Honorarium Payment to be made in specific circumstances.

12 Market Supplements

The Council may pay a market supplement, in accordance with the council's market supplement policy, where there are proven shortages of individuals with particular skills and experience.

13 Travel and Expenses

Where authorised to do so, employees are entitled to be reimbursed for mileage they incur whilst discharging their official duties. The rate of [reimbursement](#) will depend on the engine size of a car, other rates are applicable where motorbikes and bicycles are used for this purpose. Employees who have to use public transport to travel for their role are entitled to reclaim the costs of the transport under the council's expenses policies.

14 Working Pattern Allowances

The council introduced its current allowance scheme for those employed on NJC terms and conditions on the 01 October 2013, these allowances reward employees who work outside the council's standard working week, which is Monday to Friday between 6am to 8pm each day. Working outside of these standard times will attract an enhancement to the hourly rate. Details can be found in the Employee Rights & Responsibilities document.

15 Annual Leave

Annual leave entitlements vary according to the terms and conditions of employment. [Annual leave entitlements](#) are published on the Council's website.

16 Pension Scheme

Membership of the Local Government Pension Scheme is subject to the rules of the scheme and contribution rates are set by legislation ([Link to Rates on ESCC website](#)). Where individuals are already in receipt of a local government pension they are subject to the rules on abatement of pension within the scheme.

17 Redundancy, Retirement and other Compensation Payments

The council's approach to dismissals on the grounds of redundancy or efficiency of the service and in the case of early retirement can be found in the following policies on our website: [Redundancy, Retirement and other Compensation Payments policy statement](#) and [Retirement at Brighton & Hove](#).

It is the council's policy that employees who accept a financial package on voluntary termination of their employment with the council are not re-employed or engaged as a self-employed contractor or through an agency for a minimum period of two years, details of this policy can be found in the [Re-Employment of Employees policy](#)

In exceptional circumstances, the council will agree to settle a claim or potential dispute upon the termination of employment by way of a compensation payment. In this situation, an officer panel comprised of the Head of Human Resources, the Monitoring Officer and the Executive Director Finance and Resources (or their delegates) will review a business case prepared by the relevant Chief Officer. While the officer panel will scrutinise the business case and may endorse it, make recommendations regarding it or advise against it, the final decision will remain with the relevant Chief Officer.

In the case of Chief Officers, other than those who report to the Executive Leadership Team, and in any case where the proposed total payment is £100,000 or more, the Chief Executive may approve the severance package where the package has been recommended by the Appointments and Remuneration Panel. The Council's External Auditor is also consulted about any potential offers to Chief Officers. Compensation packages in excess of £100,000 which relate to the Chief Executive will be referred to Policy, Resources & Growth Committee.

Note: This Statement of Pay Policy will operate subject to any requirements regarding exit payments imposed pursuant to the Enterprise Act 2016 and the Small Business, Enterprise and Employment Act 2015 and associated Regulations.

18 Pay Protection

In cases where an employee is redeployed into a lower graded role due to their original role being made redundant, the annual protection payment will be the difference between the employee's normal contractual pay in the former post and the normal contractual pay of the new post in year 1; and in year 2 it will be 75% of this value. After which the employee will be paid the rate for the role they've been redeployed into.

An employee will have the amount of their protection re-calculated should their pay details change at any point during the protection period so that their amount of pay does not exceed the pay they received in the role they were made redundant from.

19 Job Evaluation

The council grades all NJC and JNC roles using a job evaluation scheme to ensure roles of equal value are paid equitably. The council's allowance scheme sets out circumstances where individuals are entitled to payments beyond their basic grade.

20 Remuneration of Staff – Contract for Services

Individuals employed on a contract for services will be paid at a rate consistent with the pay of directly employed staff performing a comparable role and will consider where relevant, a premium to take into account any relevant market factors. It is the council's policy to minimise the use of consultants wherever possible and the approval of the Chief Executive is required prior to any commitment to expenditure on consultants in excess of £10,000.

21 Remuneration of Staff – Publication of Information

The council publishes details of [staff earnings](#) in accordance with legal requirements on transparency. Further information is contained in the [Annual Report and Accounts](#) in accordance with the Audit of Accounts legislation.

22 Gender Pay Gap Report

The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 require all local authorities with more than 250 employees to publish gender pay gap data based on a 'snapshot' date of 31 March of the previous year to the year in which the data is published.

The gender pay gap is defined as the average pay gap between male and female staff in hourly pay. The council is required to publish the mean and median differences between male and female employees and the proportions of each gender in each pay quartile.

Further requirements stipulate the need to publish information related to bonuses received by each gender, however the council does not pay bonuses, and as such the council does not report under these headings.

For further information please see the most recent [Gender Pay Gap Report](#).

Appendix 2

Comparator Councils' Pay Multiples

Council	Pay Multiple	Year*
Brighton & Hove City Council	5.7:1	2018/19
Leicester City Council	5.74:1	2017/18
Medway Council	5.95:1	2018/19
Milton Keynes Council	6.2:1	2018/19
Reading Council	6.3:1	2018/19
Southampton Council	6.36:1	2018/19
Portsmouth Council	6.4:1	2016/17
Derby Council	6.5:1	2018/19
Plymouth Council	6.54:1	2017/18
Central Bedfordshire Council	7.0:1	2018/19
East Sussex County Council	7.14:1	2018/19
West Sussex County Council	7.94:1	2018/19
Luton Council	8.1:1	2017/18
Doncaster Council	8.24:1	2019/20

* Please note this is the latest year to which data is available

Subject:	Planned IT Investment		
Date of Meeting:	Policy Resources and Growth Committee 21st March 2019		
Report of:	Executive Director, Finance and Resources		
Contact Officer:	Name:	Dan Snowdon	Tel: 291218
	Email:	dan.snowdon@brighton-hove.gov.uk	
Ward(s) affected:	All		

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

- 1.1 This report sets out the plans for investment in the core IT architecture and technologies which support the delivery of front line services, including the provision of Windows10 end user devices and the transition of digital capabilities into business as usual corporate services.
- 1.2 The report also seek approval to delegate authority to the Executive Director Finance & Resources to award framework call-off contracts for the provision of end user computer devices and associated services up to a total spend value of £5.418 million during the life of the contracts.

2. RECOMMENDATIONS:

That Policy, Resources & Growth Committee:

- 2.1 Approves the inclusion of £5.418 million in the 2019/20 capital budget proposal.
- 2.2 Grants delegated authority to the Executive Director Finance & Resources to procure and award contracts for the laptop device and deployment services referred to in paragraphs 3.39 - 3.41 for a term of up to four years.

3. CONTEXT/ BACKGROUND INFORMATION

The Role of IT & Digital

- 3.1 Excluding traded services to schools, the IT & Digital service (IT&D) provides 27 distinct services (Appendix 1 – IT&D services provided across the Council) to 4,375 users. The service has a broadening remit which is constantly evolving.

However, the changes in the last five years are greater and more fundamental than before. On the one hand, the traditional function of operating IT is decreasing in significance as virtualisation and automation increase; on the other, a whole new range of demands has emerged, such as innovation and orchestrating digital platforms. Furthermore the increasing security threats mean that the urgency for investment is more profound.

Broad Strategy

3.2 Since the council joined Orbis, the strategy has mainly concerned the stabilisation and safety of the service. To this end and during the last 12 months, IT&D has:

- Implemented a new Mobile Device Management (MDM) system.
- Upgraded all member and officer mobile phones from out of support Blackberrys to iPhones.
- Migrated from an end of life Citrix environment onto a new Citrix platform.
- Moved all email off premise onto the Microsoft cloud.
- Moved from the withdrawn Eduserv datacentre service into the Orbis data centre.

3.3 The next phase of the strategy will be to shift focus to improving productivity and mobility for staff. This includes the introduction of Office365 tooling (such as Microsoft Teams, SharePoint Online and OneDrive) along with mobile devices that are appropriate to officer roles. Additionally the continued creation of digital products and services will improve customer experience and pave the way for greater use of Robotic Process Automation (RPA) and Artificial Intelligence (AI) solutions.

Context

3.4 The context can be broken down into four parts:

- Historic under-investment in IT.
- Continued Cyber threat.
- Operationalisation of GDPR.
- Operationalising the approach to Digital.

Historic under-investment in IT

3.5 Since its inception, the council has under-invested and under-performed in its provision of IT and in the way it uses technology to maximise the value of its services to residents. A benchmarking exercise carried out at the time Brighton & Hove joined Orbis showed that Brighton & Hove spends an average of 0.23% of its operating budget less than that of its Orbis partners. This equates to an average spend per employee on IT of £692 (or 22%) per annum less for Brighton

& Hove City Council than East Sussex and Surrey County Councils. (Appendix 2 - Organisational IT Spend as a percentage of OpEx and Appendix 3 - Organisational IT Spend per Employee, Gartner Benchmarking 2016/17).

- 3.6 Under-investment has been a contributing factor in poor customer experience and negatively impacts on staff morale, as evidenced in customer surveys and staff surveys. In addition in certain services there has been at times a lack of pace around modernisation, although this has been mitigated to some extent by the progress of the Digital First programme.
- 3.7 A solid, up to date technical infrastructure is a prerequisite for the majority of the projects and programmes across the authority. This includes:
- Data storage and application hosting with high availability and minimal interruption to business. Increased uptime is essential in supporting RPA and AI technologies.
 - Consistent customer experience irrespective of device
 - Reduction in infrastructural complexity (standardised on a Microsoft platform).
 - Able to scale quickly either on-premises or in the cloud for new technology solutions.
 - Introduce elements of 'self-healing infrastructure' where faults are responded to automatically with little business downtime.
- 3.8 Additionally an infrastructure which keeps pace with modern approaches will significantly reduce the threat of Cyber-attack and help avoid the financial and reputational cost incurred as a result of technical failure and/or Cyber incidents.

Cyber Threat

- 3.9 The threat of Cyber-attack has grown significantly over recent years. Freedom of Information responses (FOIs) collated by *Big Brother Watch* (the non-profit civil liberties and privacy campaigning organisation) showed that local authorities in the UK have been hit by almost 100 million Cyber-attacks in the last five years – the equivalent of 37 attacks a minute with around 1 in 4 councils' systems being successfully breached during that time.
- 3.10 While this council is *not* in the 25% of local authorities that have been breached, the Council is under daily Cyber-attack and needs to improve resilience.
- 3.11 With increasing dependency on technology, the impact of successful attacks has also increased. According to research conducted by Hewlett Packard, Cyber-attacks are growing more targeted, sophisticated, and costly to repair. The average cost to small/medium businesses due to disruption to operations has increased by 26% in two years. Depending on the nature of the incident, the Information Commissioner (ICO) fines could add up to €20 million to the cost of a

breach (although to date the highest penalty issued to a public sector organisation was £0.325 million issued to The Crown Prosecution Service (CPS) in May 2018).

- 3.12 The 'Wannacry' ransomware attack of May 2017 illustrates the cost to larger organisations. The Department of Health & Social Care (DHSC) estimated the cost to the NHS of the ransomware attack was £92 million in direct costs and lost output. However, costs to smaller organisations are also substantial. The 2017 ransomware attack on Copeland Borough Council was estimated to have cost around £2 million.

Operationalising GDPR

- 3.13 With the introduction of The General Data Protection Regulation (GDPR) in May 2018, Brighton & Hove City Council put in place a GDPR project to introduce new initiatives to achieve compliance with the legislation.
- 3.14 Whilst this project has helped the council to protect customer data and avoid the reputational and financial impact of non-compliance, continuing to meet our GDPR responsibilities does carry a substantial overhead.
- 3.15 This is consistent with other organisations and is evident in the fact that the ICO received double the number of complaints in the period after May 2018 compared to same period in the previous year.
- 3.16 Although not explicit, it is broadly understood that any organisation that is found to have failed to protect sufficiently against a data breach, will be treated more sympathetically by the ICO if there are clear plans and actions in train. Equally it is accepted that very few organisations will be fully GDPR-compliant at this stage.

Operationalising the approach to Digital

- 3.17 Digital First (DF) was initiated in April 2016 with the objective of overlaying services with improved customer-focused technology. The programme, which was funded through the modernisation programme, draws to a close in March 2019.
- 3.18 Major achievements of the programme include:
- the delivery of a new, customer focused corporate website.
 - the implementation of the iPaaS integration platform which provides the underlying data integration capabilities to support the 'My Account' customer portal.

- multiple service improvement projects which have created end to end, customer focused digital journeys for Cityclean, Parking, Community grants, Field Officers, Revenues and Benefits, Taxi licensing and School admissions.

3.19 Although the programme in its current form is ending, the demand for digital innovation (adopting the processes, culture and technology of an internet era to drive improved outcomes) and the continued support and maintenance of exiting digital products and platforms requires that the programme capabilities transfer into central corporate services and becomes part of a continual service improvement offer to customer facing services.

3.20 Projects that are currently 'in flight' (for example at City Clean) will be completed, and a number of Digital First staff have been retained to ensure this happens.

Detailed Plans

3.21 In response to the context outlined above, investment is required in the following three areas:

- Upgrading of foundation IT across the council.
- Ongoing investment to support mobile working.
- Development of the digital offer to customers.

Upgrading of foundation IT across the council

3.22 The introduction of machine learning and AI algorithms aims to enable real time detection and alerting of Cyber threats across the digital infrastructure. Improved detection will help maintain a resilient technical infrastructure and avoid the financial and reputational cost incurred as a result of technical failure and/or Cyber incidents.

3.23 The council holds very significant amounts of unstructured data across shared drives, personal drives, SharePoint, and line of business applications. Deployment of content analytics tooling will enable the fast, safe disposal and archiving of duplicate and redundant stored data. This will avoid some of the cost of large migration projects and mitigate the security risk of unmanaged data.

3.24 Content analytics tooling will also be used extensively in the SharePoint and shared drive migrations and large service migration projects (e.g. the social care and housing systems replacement) and makes compliance with FOIs and Subject Access Requests (SARs) less time-consuming and lower risk.

3.25 Managing the overhead of GDPR processing through the use of suitable systems of record with a focus on automation will help avoid the high financial and reputational cost incurred as a result of GDPR breaches. According to

EUGDPR.org, under the new legislation organisations in breach of GDPR can be fined up to 4% of annual global turnover or €20 Million (whichever is greater).

Ongoing investment to support mobile working

- 3.26 The council currently runs the Windows7 operating system across the entire IT estate. Mainstream support for Windows7 ended in 2015. Extended support (including the issuing of security patches) will cease in January 14th 2020. This creates an urgent requirement to upgrade *all* laptop and desktop devices to Windows 10.
- 3.27 The current device estate is split with around 32% staff using laptops and 68% using fixed or Citrix desktop. All the current laptops are unsuitable for running Windows 10 in a corporate environment and need to be replaced with higher specification machines. Around 80% of desktops also require renewal.
- 3.28 Rather than investing in new desktops, a proposal to replace all end of life desktops with laptops would cost an additional £0.350 million. This would move the device estate to around 80% laptop and 20% fixed or Citrix desktop.
- 3.29 Given the lifespan of desktop machines, the opportunity to move to a predominantly laptop based estate will not arise again until 2025.
- 3.30 Workforce mobility has been a long standing business requirement that to date has not been within budget to address in a strategic manner. This investment would enable cashable savings through the creation of a more mobile workforce based on the greatest need rather than seniority and / or available service budget.
- 3.31 Creation of a mobile workforce will be a critical enabler for future decisions about the use of office space across the estate.
- 3.32 The increased use of iPhones and laptops has resulted in increased demand for Wi-Fi in a number of smaller sites (including Residential care homes, CityClean sites, Homeless hostels, etc.).
- 3.33 The proposed extension of Wi-Fi across all of the council's sites will help leverage investment in mobile devices and reduce mobile phone data costs where users only have access to 4G networks.

Development of the digital offer to customers

- 3.34 The ongoing development digital services will be achieved by transferring key product owner, development and analyst roles into IT&D's Digital team. Digital content and service design will transition to the Communications and Performance Improvement & Programmes (PIP) teams within the Strategy,

Governance & Law directorate. Contract management and ownership for digital products will transfer to IT&D.

3.35 The approach for future customer facing digital service development will be primarily driven by the Customer Strategy and Sustainable Social Care programmes. Both of these strategic programmes seek to:

- Support the ongoing redevelopment of services and create end to end customer focused digital journeys.
- Create well-defined, streamlined, and transparent operational processes.
- Use improved data management to ensure decisions are made based on evidence.
- Challenge the status quo and actively seek out opportunities to deliver value in new, innovative ways.

3.36 Although not specifically covered in the above proposals, streamlined digital services and improved data management pave the way for the future adoption of RPA, Machine Learning and AI which have the potential to enable significant cashable savings.

Implementation & Governance

3.37 The above propositions will be delivered through a series of structured projects within the existing IT&D improvement programme (the Digital Organisation Programme). This programme reports to the Corporate Modernisation Delivery Board (CMDDB) and will have additional oversight through the Tech and Digital Board (an offshoot of CMDDB with a dedicate focus on technical/digital initiatives).

3.38 All digital service developments will be subject to a new governance framework designed to manage the flow of work and track business benefits. Oversight of this activity will be again be provided by the Tech and Digital Board.

3.39 The procurement of contracts for laptop top devices and deployment services will be carried out in conjunction with Orbis partners (East Sussex County Council and Surrey County Council) in order to align Orbis IT&D services and obtain better supplier pricing.

3.40 Contracts will include the initial provision of between 3,500-4,000 laptop devices along with end to end services which include:

- Overall project management.
- 'Unboxing' and asset tagging.
- Initial device testing and battery check.

- Device setup using the core Orbis Win10 build and required business applications.
- Pre-delivery testing.
- Delivery of new and collection of old laptops.
- Handover and initial troubleshooting support.
- Asset retirement and recycle/disposal of old devices.

3.41 Award of contract for devices is anticipated to take place before April 1st 2019 and will therefore require delegation to the Executive Director Finance & Resources in order to accommodate procurement timelines. The competition for device provision will establish if a further completion for deployment services is required.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

4.1 An alternative approach to Windows10 compliance was considered. Rather than seek to extend the use of laptops across the organisation, a 'like for like' refresh would preserve laptops and desktops numbers at the current level. Although the less costly alternative, this approach was rejected for the following reasons:

- Workforce mobility has been a long standing business requirement that to date has not been addressed in a strategic manner. This investment will create increased capacity and an improved staff experience and customer outcomes.
- Creating a more mobile and flexible workforce will create opportunities to release or use of office space across.

5. COMMUNITY ENGAGEMENT & CONSULTATION

5.1 Ongoing consultation of service leads takes place through the Corporate Modernisation Delivery Board, the Tech & Digital Board, and various project boards. Staff will feed in views through the Staff Survey in April.

5.2 Where improved technology facilitates further service re-designs, the staff and trade unions will be consulted in line with the council's policies and procedures in the normal way.

6. CONCLUSION

6.1 The digital revolution can bring about an unprecedented access to information for better decision making and the capabilities to engage and collaborate with stakeholders across traditional internal and external boundaries.

- 6.2 The plans outlined in this report will enable these ambitions to be fulfilled in as safe a way as possible.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 The total estimated investment in IT and Digital within this report is £5.418 million and is fully funded within the councils capital programme. Budget Council on 28 February approved £3.111 million in 2019/20 for the implementation of Windows 10 and wifi and this is supplemented by £0.143 million included in the 2018/19 capital programme which will now be refiled in 2019/20. The £0.350 million for Upgrading foundation IT and £1.813 million for developing the digital offer both form part of the £3.902 million approved for Modernisation and investment in Integrated Service and Financial Plans within the 2019/20 capital programme.

Finance Officer Consulted: James Hengeveld *Date: 10/03/19*

Legal Implications:

- 7.2 The Council has a duty to secure continuous improvement in the way in which its functions are exercised having regard to a combination of 'economy, efficiency and effectiveness' (known as the duty of best value).
- 7.3 In accordance with Part 4 of the Council's Constitution, Policy, Resources & Growth Committee is the appropriate decision-making body in respect of the recommendations set out in paragraph 2 above. In addition, in order to comply with CSO 3.1, authority to enter into contracts in excess of £0.500 million must be obtained by the relevant committee.
- 7.4 Procurement and award of the proposed contract(s) must comply with all relevant public procurement legislation as well as the Council's Contract Standing Orders (CSOs).

Lawyer Consulted: Isabella Sidoli *Date: 12/03/19*

Equalities Implications:

- 7.5 The council is committed to providing its services in a way, which promotes equality of opportunity at every possibility. Any supplier of service will be required to comply with the relevant Equality and Diversity legislation.
- 7.6 All individual projects will be required to carry out Equalities Impact Assessments and, in accordance with IT&D Architectural standards, any technology implementations will be compatible with corporate assistive technology tools.

Sustainability Implications:

7.7 No significant implications arising from this report.

SUPPORTING DOCUMENTATION

Appendices:

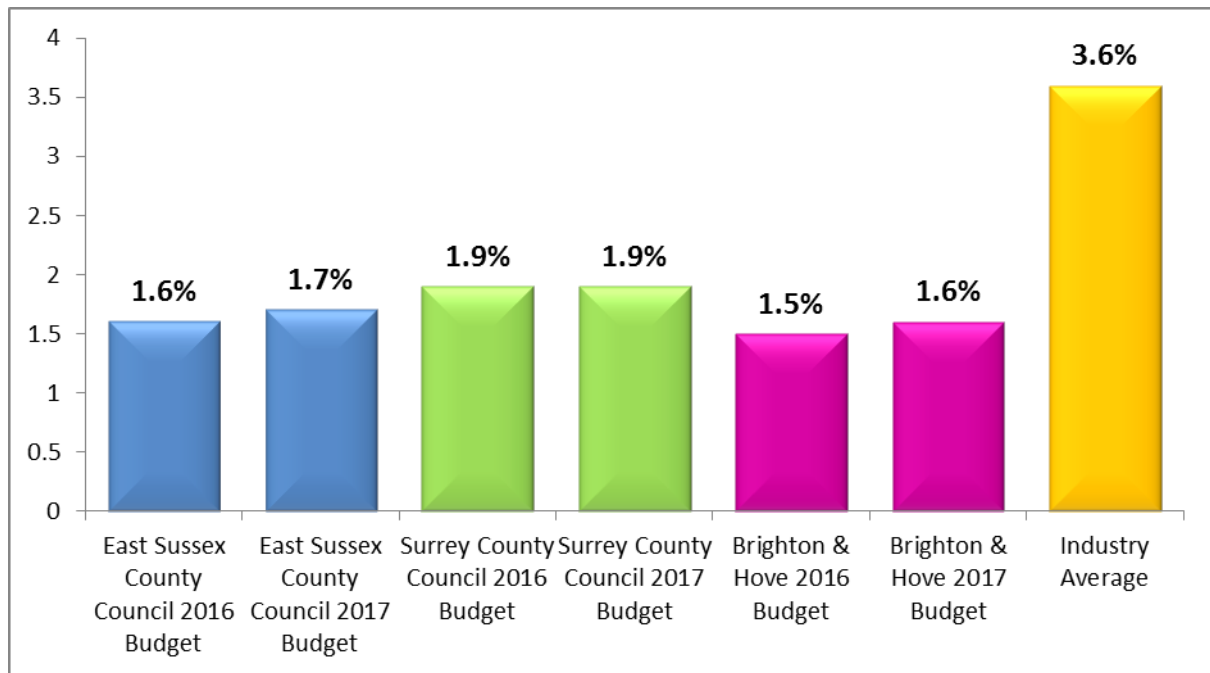
- 1 IT & D Services
- 2 Organisational IT Spend as a percentage of OpEx, Gartner Benchmarking 2016/17.
- 3 Organisational IT Spend per Employee, Gartner Benchmarking 2016/17
- 4 Break-down of planned expenditure.

Appendix 1 – IT&D services provided across the Council

IT & Digital provide the following services

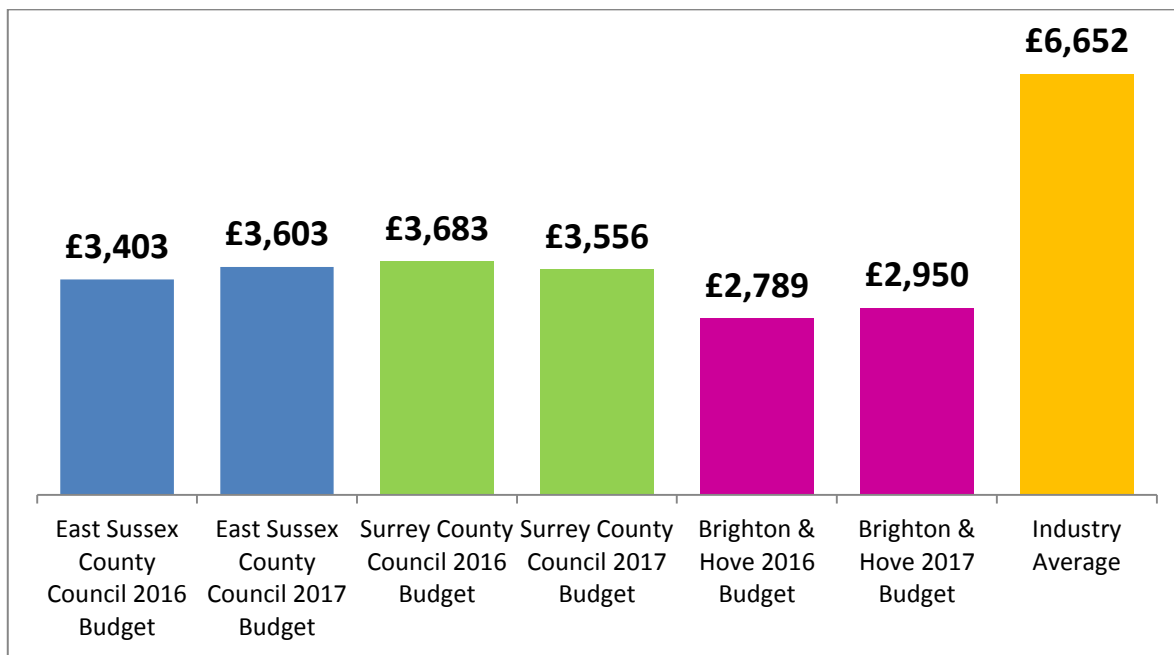
- Application Development
- Application Support & Management
- Assistive Technology
- BHCC Network Account Access
- Business Reporting & Data Analysis
- Electronic Document Capture (idox)
- Email, Instant Messaging, Calendars & Contacts
- Equipment Returns
- File Transfers
- Internet Access & Network Provision
- Investigations
- IT Business Continuity Support
- IT Project Management
- IT Risk Assessment
- IT Training
- Laptop & Desktop Provision
- Mapping & Spatial Services
- Media Storage & Retrieval
- Mobile Phones & Tablets
- Network Folders Permissions
- Office Moves
- Video & Phone Conferencing
- Printing & Scanning
- Remote Access
- Telephony
- Website Platform Management
- Wi-Fi Corporate & Public

Appendix 2 – Organisational IT Spend as a percentage of OpEx, Gartner Benchmarking 2016/17



Industry average measure = Average spend by National and Local Government, plus Government affiliated organisations

Appendix 3 – Organisational IT Spend per Employee, Gartner Benchmarking 2016/17



Industry average measure = Average spend by National and Local Government, plus Government affiliated organisations

Appendix 4 – Break-down of Planned Expenditure

Note that all costs are indicative and based on initial market analysis. Furthermore, IT&D will work with Corporate Procurement to ensure the organisation gets the best value from suppliers.

- Upgrading of foundation IT across the council

Includes the introduction of cyber detection technology, the deployment Content Analytics tools and the implementation of a GDPR Compliance Platform

Total expenditure - £350,000

- Ongoing investment to support mobile working

Includes the provision of Windows10 compliant laptops and desktops (with laptop deployment covering approximately 80% of the workforce). Also includes the provision of Wi-Fi across all Brighton & Hove City Council sites

Total expenditure - £3,254,500

- Development of the digital offer to customers

Includes the transition of Digital First resources and Digital platform contracts

Total expenditure - £1,813,000

Combined total - £5,417,500

Subject:	Annual Planned Maintenance Budget and Asset Management Fund Allocations 2019-20 for the Council's Operational Buildings		
Date of Meeting:	21 March 2019		
Report of:	Executive Director for Economy, Environment & Culture		
Contact Officer:	Angela Dymott	29-1450	
	Name: Martin Hilson	Tel: 29-1452	
	Nigel McCutcheon	29-1453	
	Email: angela.dymott@brighton-hove.gov.uk		
	martin.hilson@brighton-hove.gov.uk		
	nigel.mccutcheon@brighton-hove.gov.uk.		
Ward(s) affected:	All		

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

- 1.1 To seek approval for the annual Property revenue and capital budget allocations and programme of works. The proposed 2019-20 annual Planned Maintenance Budget (PMB) revenue allocation of essential repair works to civic offices, historic, operational and commercial buildings consists of a revenue budget relating to the corporate Planned Maintenance Budget of £2,797,650 and a Social Care Planned Works Budget of £500,000, totalling £3,297,650. The annual Asset Management Fund (AMF) is a capital budget for property improvements and health & safety works totalling £1,000,000.

2. RECOMMENDATIONS:

- 2.1 That Policy, Resources & Growth Committee

- (i) approve the annual programme of planned maintenance works as detailed in Appendices 2 and 3, at a total estimated cost of £3,297,650;
- (ii) approve the Asset Management Fund allocation for 2019-20 totalling £1,000,000, as detailed in paragraph 3.4.1 of this report.
- (iii) grants delegated authority to the Executive Director Economy, Environment & Culture to procure the planned maintenance budget and asset management fund improvement works and award contracts within these budgets, as required, in accordance with the council's Contract Standing Orders.

3. CONTEXT/ BACKGROUND INFORMATION

3.1 Asset Management

The council's Corporate Property Strategy & Asset Management Plan (CPS & AMP) sets out the property context for Brighton and Hove, the council's strategic property objectives, and is available on the council's website. The council's property is managed strategically and operated through a mixed economy Corporate Landlord model that centralises the council's property functions to professional teams in Property & Design within Orbis Property and the Economy, Environment and Culture Directorate. The aim is to make best use of our assets and improve the utilisation, efficiency and effectiveness of our land and buildings. This is supported by the council's asset data management software that aims to centralise property related information. Rolling condition surveys are undertaken to ensure a robust assessment of the council's 5-year requirement for planned maintenance to help prioritise future programmes of work. Risk assessments are carried out to ensure that required capital investment is prioritised to make best use of our assets.

3.2 Planned Maintenance Budget (PMB)

This budget of approx. £3.298m relates to those operational buildings where the council has a repairing liability but excludes council housing, highways and educational establishments which have their own budgetary provisions.

3.2.1 The Corporate Building Maintenance Strategy that supports the CPS & AMP, sets out a robust strategic framework to deliver the key property objective to optimise the contribution that property makes to the council's priorities and strategic and service objectives. The aim is to ensure that finite maintenance resources are prioritised and targeted at our key operational assets to meet service delivery needs and maintain the value of our key assets

3.2.2 Like most local authorities, the council faces a backlog in its required maintenance, extreme budget challenges and our small and limited maintenance budgets are inadequate for the need. Financial controls applied over a number of years have meant substantial cuts in what can be achieved with the annual maintenance programme, that in turn increases our prioritised volumes of required maintenance with associated risk. We aim to ensure best use of resources, value for money and that funding is properly prioritised.

3.2.3 The annual planned maintenance budget allocation is prioritised in consultation with service client officers to address the highest critical and most essential maintenance works and supports service re-design and delivery. It also aims to ensure that statutory compliance works and as many higher risk Health and Safety issues as possible are addressed. Essential maintenance includes works of a structural nature and those that keep our buildings watertight.

3.2.4 In accordance with the council's 50 year lease agreement with the trustees of the Brighton Dome Complex on the Royal Pavilion Estate that commenced in 1999, £217,550 has been top-sliced from the budget to contribute to a sinking fund for maintenance liabilities at the Dome. There is an obligation within the lease agreement that the council provides a contribution to a sinking fund each year (that increases by RPI) to maintain the fabric of the building including major items of plant and the budget for this is included in the Corporate Planned Maintenance Budget.

3.3 Summary of Annual Planned Maintenance Budget Programme of Works

The financial allocation to each main service client area is listed within Appendices 2 and 3. Examples of planned maintenance works in the corporate programme include high-level external repairs and redecoration to the Royal Pavilion, roofing works to community centres, railing redecorations and shelter repairs along the seafront that are undertaken on a rolling programme. Lift repairs are to be undertaken at the Brighton Centre, Hove Town Hall and Bartholomew House. There are sums to fund the ongoing structural propping to Madeira Terraces whilst solutions are being sought. Each service client area also has a sum allocated for Health and Safety management works that helps support service providers to progress any prioritised remedial works throughout the course of a year. Examples of areas of work to the adult and children's Social Care portfolio include a variety that address risk reduction to support some of the most vulnerable; such as improving security, addressing damp issues, resurfacing and redecorations. There are also allocations to fund external repairs and redecorations and upgrading the boiler and hot water services at Wellington House.

3.4 The Asset Management Fund (AMF)

The Asset Management Fund (AMF) 2019-20 is a capital fund of £1,000,000 to support property improvements, property related Health & Safety requirements and access improvements under the Equality Act 2010. It forms part of the Capital Strategy 2019-20 along with the Strategic Investment Fund (SIF) of £250,000 and the IT&D Fund of £500,000.

3.4.1 The proposed overall AMF allocation is as follows and details of the bids can be found in Appendix 4 which includes a breakdown of the reprioritised Workstyles programme, important health & safety improvements to two major operational buildings, and property related health & safety and Equality Act requirements:

3.5

Description	AMF
1. General Property Improvements	Funding £m
1a Workstyles Phase 4	0.700
1b Bartholomew House Mechanical Ventilation	0.090
1c Security and entrance Works at Hollingdean Depot	0.120
Sub total general property improvements	0.910
2. Equality Act Improvements	
2a Rolling programme of access improvements to corporate buildings	0.025
3. Property Related Health & Safety Legislation	
3a Asbestos Management	0.015
3b Legionella Management	0.025
3c Fire Risk Assessment Works	0.025
Sub total Equality Act & property related Health & Safety	0.090
TOTAL OVERALL	1.000

Procurement of Works

- 3.5.1 Contract Standing Orders set out the council's process for the procurement of works. We have streamlined the way we procure planned maintenance through a wide range of collaborative processes. Achieving the best use of every pound spent, and reducing risk within the financial restrictions, is largely dependent upon adopting the right form of procurement for each given situation. Larger value projects (in the main capital projects) are delivered through the council's Strategic Construction Partnership. Lower value planned maintenance projects that are well defined, simplistic in nature, are procured using traditional competitive tendering to achieve best value through testing competition within the market. Where appropriate for works below £25,000 Property & Design's reactive repairs and minor works framework is utilised.
- 3.5.2 The PMB includes an allocation to fund statutory testing, routine servicing and maintenance contracts, an integral part of good planned maintenance practice. This includes mechanical and electrical, lifts and water hygiene cyclical maintenance. Current contracts expire in March 2020 and reprocurement options are being currently explored in conjunction with the Orbis partnership.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 Failure to maintain our building stock and conform to Health and Safety and other statutory legislation to meet liabilities will increase risks, inhibit service delivery, may lead to a negative perception of the council, reduce the value of the assets and prevent fulfilling the council's priorities, aims and objectives as stated in the CPS & AMP and Corporate Plan. Property teams work closely together to ensure that these programmes of investment work align with others.
- 4.2 Failure to improve the council's core office accommodation, address property related access obligations under the Equality Act 2010 and property related Health & Safety legislation would increase council risks and liabilities, inhibit service delivery, may lead to a negative perception of the council, reduce the value of our assets and prevent fulfilling the council's priorities, aims and objectives as stated in the Corporate Property Strategy and Asset Management Plan and the corporate priorities in the council's Corporate Plan.

5. COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 Regular consultations take place with all service client officers of the relevant Directorates and with technical officers within Property.
- 5.2 The Workstyles project will involve extensive internal and external consultations on customer and service delivery requirements, flexible working supported by appropriate technology and service re-design.

6. CONCLUSION

- 6.1 To approve the financial allocation to a prioritised annual programme of maintenance works to the operational buildings set out in Appendices 2 and 3

excluding council housing, highways and educational properties which have their own budgetary provisions.

- 6.2 To approve the AMF financial allocation for 2019-20 and the recommended bids as detailed at paragraph 3.4.1 and Appendix 4 for property improvements, access requirements under the Equality Act 2010 and property related Health & Safety requirements for 2019-2020

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 The council's Planned Maintenance Budget for 2019-20 provides a total £3,297,650 for annual planned maintenance expenditure on the council's civic offices, historic, operational (excluding schools, housing and highways) and commercial buildings. Included within this annual budget and overall programme of works are items that will be capitalised and included in the 2019-20 capital programme. A permanent annual contribution toward the Dome Complex sinking fund of £217,550 has been top sliced from the Corporate Planned Maintenance Budget. The proposed budget allocation to the respective building portfolios reflects the risk prioritisation outlined in the report and is shown in Appendix 2 to this report.
- 7.2 The Planned Maintenance Budget will be met from a combination of revenue budget and capital borrowing. By funding part of the PMB through borrowing revenue budget savings will be released to support the Integrated Service & Financial Plans. The borrowing costs have been factored into the Medium Term Financial Strategy.
- 7.3 The council's capital funded works programme provides an additional £0.5m, for essential repair works to Social Care premises. The proposed budget allocation is shown in Appendix 3 to this report. This is funded from borrowing with the financing costs met corporately within the general fund revenue budget.
- 7.4 The programme of works set out in the appendices can be funded from within the agreed budget allocations for 2019-20. Emerging compliance risks will be addressed by reprioritising the allocation as required. Risk and priorities will be reassessed and considered in the development of the allocation for 2020-21.
- 7.5 The Revenue Budget 2019/20 report presented to Budget Council on 28 February 2019 recommended the allocation of £1.0m capital resources to support the Asset Management Fund 2019-20. The AMF allocation will be met from borrowing for 2019-20 with the financing costs met from the Medium Term Financial Strategy. The AMF allocations will be incorporated into the council's Capital Investment Programme 2019/20 to support the schemes identified within the table at paragraph 3.4 and Appendix 4. The AMF will make a contribution toward the Workstyles Phase 4 projects subject to a detailed business cases being approved for the various programmes listed in Appendix 4. Any revenue budgets and running costs associated with the investments in this report will be met from existing budgets.

Legal Implications:

- 7.6 Works of repair set out in this report must comply with relevant lease conditions, health and safety and other applicable legislation. Framework agreements, with individual contracts being called off under the frameworks and partnering agreements are effective contractual tools for delivering construction contracts on time within budget. All forms of procurement outlined in this report must comply with the council's Contract Standing Orders and, where applicable, EU and UK public procurement obligations.

The proposed works fulfil legislative requirements under Health & Safety law including in relation to fire safety and the control of Legionella. The access improvement works proposed will assist the council in meeting its obligations under The Equality Act 2010.

Lawyer Consulted: Elizabeth Culbert

Date: 12/02/19

Equalities Implications:

- 7.7 Where applicable, items of maintenance work within the programme will consider the Equality Act 2010 to improve access and general facilities to address the diverse needs of staff and users of the civic offices, operational and commercial buildings.

The provision of on-going access works under the rolling programme will assist in the council in meeting requirements under the Equalities Act 2010.

Sustainability Implications:

- 7.8 Sustainability will be improved through the rationalisation of assets, associated infrastructure and environmental improvements. Energy efficiency measures are incorporated into maintenance and improvement works where appropriate.

Any Other Significant Implications:

- 7.9 The maintenance of operational properties is part of the Corporate Property Strategy & Asset Management Plan to ensure efficient and effective use of assets contributing to the City and the council's strategic priorities.

SUPPORTING DOCUMENTATION

Appendices:

1. Other Implications
2. Proposed Corporate Planned Maintenance Budget Allocation 2019-20
3. Proposed Social Care Planned Works Budget Allocation 2019-20
4. Proposed Asset Management Fund - Detail of Allocations

Documents in Members' Rooms

None

Background Documents

1. The Corporate Property Strategy & Asset Management Plan
2. The Corporate Building Maintenance Strategy

Crime & Disorder Implications:

- 1.1 There are no direct implications in respect of the prevention of crime and disorder within this report although certain items of work try to minimise vandalism through design and the use of relevant materials.

Risk and Opportunity Management Implications:

- 1.2 The risks and opportunities are dependent on the successful procurement of contractors and robust contract and financial management to ensure that works are completed safely within budget and programme. Corporate risk is reduced through the Corporate Landlord model, ensuring consistency of approach for statutory and other legal requirements.

Public Health Implications:

- 1.3 The allocation includes funding the Water Management, Mechanical, Electrical and Lift statutory compliance and servicing contracts. Failure to have robust processes to manage these risks could lead to significant public health implications e.g. proliferation of Legionella Bacteria, etc. Both the Corporate and Social Care programmes include prioritised works to reduce risk to public health e.g. structural improvements, internal decorations to improve hygiene in Social Care premises, etc.
Works to council properties to ensure the water management of the council's property portfolio is meeting the requirements of the Approved Code of Practice ensures public health requirements are met with regard to Legionella and asbestos management.

Corporate / Citywide Implications:

- 1.4 The maintenance, repair and improvement of operational properties is part of the Corporate Property Strategy & Asset Management Plan to ensure efficient and effective use of assets contributing to the City and the council's strategic priorities.

Proposed Corporate Planned Maintenance Budget Allocation 2019-20

Property Type	Examples of works / properties covered	Service area Clients	Budget Allocation
Corporate - Building	Asbestos testing & surveys	All	£22,500
Corporate - Fabric maintenance contracts Mechanical & Electrical testing, servicing & statutory compliance	Clearance of roofs, gutters, graffiti removal, boilers, legionella control, lifts, mechanical & electrical testing & maintenance	All – corporate contracts cover all property types - historic, leisure, libraries, Brighton Centre etc.	£800,000
Historic	Royal Pavilion external repairs & redecoration	Royal Pavilion & Museums	£412,000
Dome	General maintenance	Dome	£217,550
Leisure	Swimming pools, paddling pools & golf clubhouses	Sports & Leisure Services	£205,000
Libraries	Various libraries	Libraries & Information Services	£70,000
Seafront	Seafront repairs & redecoration, Volks Railway & Madeira Terrace	Seafront Services	£409,600
Amenity	Parks buildings, cemeteries & memorials	Property - Environment	£232,000
Civic	Bartholomew House & Brighton Town Hall	Property - Premises	£80,500
Hollingdean Depot	Hollingdean Depot	Cityclean	£30,000
Commercial	Miscellaneous Landlord obligations	Property - Estates	£194,000
Venues	Brighton Centre	Tourism & Venues	£124,500
TOTAL			£2,797,650

Proposed Social Care Planned Works Budget Allocation 2019-20

Property Type	Examples of works covered	Prioritisation	Budget Allocation
Social Care Premises	Mechanical heating improvements to Wellington House	Condition survey & energy efficiency measures	£150,000
	Internal Refurbishment to eleven social care premises	Statutory & condition survey	£118,000
	External Refurbishment to Children's Centres, Ireland Lodge, etc.	Condition survey	£172,000
	Fire Precautions – works to be prioritised through fire risk assessments	Statutory	£15,000
	Electrical improvements	Condition survey	£45,000
TOTAL:			£500,000

Proposed Asset Management Fund - Detail of Allocations

1) General Property Improvements

1a) Workstyles Phase 4: : £700,000

Workstyles is a corporate modernisation programme, established to improve office space and enable flexible working across a range of operational sites. The programme has contributed to the council's Medium Term Financial Strategy and Capital Investment Programme by consolidating the council's operational portfolio, delivering revenue savings of over £2m, and generating capital receipts in excess of £25m. The Asset Management Fund has supported the delivery of the Workstyles programme, contributing to the development of business cases, feasibility studies and professional surveys, as well as funding capital improvements to operational buildings that further enable flexible working opportunities.

Reprioritisation of Workstyles programme

In July 2018 the Workstyles programme was reprioritised to better align with the corporate strategic priorities of increasing the housing stock, using its property assets to better support local businesses, and encouraging inward investment. These priorities were reviewed alongside the programme's primary objective of enabling flexible working across the council's operational portfolio. As a result of this reprioritisation several new projects were identified, while pre-existing projects expanded in scope. The revised programme was approved by the Corporate Modernisation Delivery Board in July 2018.

Current projects within the Workstyles Programme include:

Brighton Town Hall (£150k) - Brighton Town Hall is a landmark of the city. It is centrally located, adjacent to the Customer Service Centre in Bartholomew Square, and accommodates important life events such as wedding ceremonies and the registration of births, deaths and marriages. It is a civic building of political significance, hosting full council meetings and coordinating electoral events. However, the building is an under-occupied, under-used, substantial grade-two listed structure with ever increasing required maintenance needs, and an insufficient Planned Maintenance Budget to meet this need. The redevelopment of Brighton Town hall will help address this issue, as well as supporting the delivery of key strategic priorities, including:

- **Driving Economic Growth** – working in partnership with the Chamber of Commerce and Brighton & Hove Economic Partnership.
- **Developing our International Reputation** – a focus for activity which seeks to promote investment into the City, support businesses to export, and develop our external relations nationally and internationally.
- **Rejuvenated Destination Marketing** – Enhancing the offer from Visit Brighton
- **Modern Civic Office** – A Mayoralty that supports economic growth and inward investment through an agreed programme of events

Following a decision at budget council to reduce the capital allocation to Brighton Town Hall redevelopment from £1.5m to £0.564m, officers will need to undertake a review of the viability of the business case, which includes commissioning specialist commercial advice to 'stress test' market assumptions. Outcomes of this view will be reported back to committee at a later date.

Moulsecoomb Neighbourhood Hub (£150k) – Proposals for a new neighbourhood hub in Moulsecoomb would provide accommodation for a range of council and partnership services (including Library Services, Community Health, Youth Services, Ambulation Station, Sports & Leisure), and release surplus land for development into a mixture of affordable and commercial housing. In addition, new Social Work offices facilities will be provided to support the extension of the housing scheme. The project is supported by One Public Estate grant funding, but this grant does not cover associated Project Management costs.

Hollingdean Depot offices (£75k) – aligned with the wider City Environment modernisation programme, a Workstyles project has been established to review and modernise office accommodation at Hollingdean Depot to devise and implement flexible working practices within the City Clean service. Budget is required to support Project Management and commission site surveys.

Enabling Stanmer Master Plan (£125k) – Workstyles are supporting the delivery of the Stanmer Park HLF project through reducing the industrial operational element currently located on the site. Project management support is also being provided from the Workstyles team to oversee the linked project of refurbishing the Traditional Agricultural Buildings in the Park.

Wellington House (Learning Disabilities Services) (£200k) – Wellington House is being redeveloped to enable the colocation of Learning Disability Services from across the council. The colocation of these services into a single location is supporting the FCL's ISFP and enabling £200k in revenue savings. The offices that LDS are currently based in will become vacant, presenting opportunities for further income through new leases, and supporting other Workstyles projects which require temporary decant space.

The 2019/20 Asset Management Fund contribution to Workstyles will enable continued delivery of these projects, as well as any new projects that emerge through regular review of the operational estate, provided that proposals align with the Administration's strategic priorities, as outlined above. Any future change request for the programme and support from the Asset Management Fund will go through formal governance arrangements for approval.

1b) Bartholomew House Mechanical Ventilation: £90,000

The ventilation to the 2nd floor of Bartholomew house is provided by the openable windows which have been compromised by the construction of perimeter meeting rooms. Ventilation to the remaining floors is also provided by openable windows and both factors make it difficult to determine the available fresh air delivered to the space, to comply with building regulations .(Part F building regs refers)

During a survey it was found that the potential of reduced fresh air was leading to higher room temperatures thus contributing to feelings of tired/listless in some staff.

The design and contract documents are currently being drawn up to provide additional mechanical ventilation to help address this situation and the expected cost for the requirement for this project is expected to be £150,000 to £180,000

The works will be phased over two years, i.e. £90,000 in 2019/20 and £90,000 in 2020/21

1c) Hollingdean Depot New Security Hut and Road adaptations: £120,000

The existing security hut at Hollingdean depot requires replacing with a new structure as it is beyond its useful life and has health & safety risks. The configuration of the road entrance also needs changing to improve vehicle movements and health and safety. Both of these items are essential to the operation of the Operator's Licence for the depot and general health and safety and security of the site.

The total cost of this work will be £150,000 with a £30,000 match funding contribution for Health and safety works coming from the Planned Maintenance Budget (PMB)

2) Equality Act Improvements: £25,000

2a The access improvement budget will continue to support projects that improve physical and sensory access for people with disabilities to the council's public building and spaces.

Actual and potential projects include:

- On-going input into improved navigation of Whitehawk Campus - signage designed with visually impaired people in mind, and those with learning disabilities; seating, handrails, tactile paving and contrasting nosings
- Handrails and pedestrian route to Woodingdean Memorial Lawns Cemetery
- Handrails and contrasting nosings to Booth Museum entrance
- New Induction loop to HTH council chamber

3) Property Related Health & Safety Legislation

3a Asbestos Management: £15,000

Allocation contributing towards a centralised corporate fund to meet the actions as detailed in the corporate asbestos surveys. This fund is used to manage the risk and prevent exposure and the spread of Asbestos Containing Material and is prioritised in the Corporate Asbestos Register.

3b) Legionella Works (L8): £25,000
On-going works are required to council properties to ensure the water management of the council's property portfolio is meeting the requirements of the Approved Code of Practice – HES-L8 to prevent the occurrence of legionella in installed equipment and water systems.

3c) Fire Risk Assessment Works: £25,000
This bid will contribute towards a prioritised rolling programme of works to council properties following Fire Risk Assessments of council properties. Various works have been identified and this bid will allow the highest priority works to be completed in accordance with the Regulatory Reform (Fire Safety) Order 2005. In 2019/20 the priority will be the fire compartmentalisation in large pitched roofs of schools such as at Hertford Infants, Connaught and Blatchington Mill.

Work will also be carried out in Brighton Town Hall for example fire stopping of compartment walls.

Subject:	Education Capital Resources and Capital Investment Programme 2019/2020		
Date of Meeting:	CYPS 4 March 2019 PR&G 21 March 2019		
Report of:	Executive Director of Children's Services		
Contact Officer:	Name:	Richard Barker	Tel: 290732
	Email:	richard.barker@brighton-hove.gov.uk	
Ward(s) affected:	All		

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

- 1.1 In order to determine an overall Capital Programme for Brighton & Hove City Council, each service is asked to consider its capital investment requirements, within the level of allocated resources for 2019/20.
- 1.2 The purpose of the report is to inform the Committee of the level of available capital resources allocated to this service for 2019/20 and to recommend a Capital Investment Programme for 2019/20.
- 1.3 To allocate funding available in the Capital Programme under Pupil Places and Condition investment for 2019/20.
- 1.4 To inform the Committee of the level of resources to be devolved directly to schools and dioceses
- 1.5 To inform members of the level of available resources from Section106 contributions and expenditure for the 2018/2019 year.

2. RECOMMENDATIONS:

- 2.1 That the level of available capital resources totalling £6.671million for investment relating to education buildings financed from capital grant be noted.
- 2.2 That Committee agree the allocation of funding as shown in Appendices 3 and 4 and that this is included within the Council's Capital Investment Programme 2019/20.
- 2.3 That Committee grants delegated authority to the Assistant Director of Property & Design to procure the capital maintenance and basic need works and enter into contracts within these budgets, as required, in accordance with Contract Standing Orders in respect of the entire Education Capital Programme.

3. CONTEXT/ BACKGROUND INFORMATION

- 3.1 The Education Capital Programme forms part of the Council's full Capital Investment Programme which was presented to Budget Policy Resources and Growth Committee on 14 February 2019 and Budget Council on 28 February 2019.

Capital Finance Settlement

- 3.2 The capital finance settlement from central government includes Basic Need, Capital Maintenance, Devolved Formula Capital (for community schools and Voluntary Aided (VA) schools) and Locally Coordinated Voluntary Aided Programme (LCVAP) for capital maintenance in VA schools. Capital finance for academies and free schools does not form part of the funding allocated to Local Authorities as they have access to the separate Condition Improvement Fund administered by the Education and Skills Funding Agency.
- 3.3 The table below shows the allocations of capital grant funding announced for 2019/20 only and not 2018/19 grant forecast to be re-profiled into 2019/20 including those approvals in the Targeted Budget Management 2018/19 Month 9 report to Policy Resources and Growth Committee on 4 February 2019.

	2019/20 Settlement £m
Capital Maintenance Grant (To be confirmed)	5.000
Locally Coordinated Voluntary Aided Programme (LCVAP) (To be confirmed)	0.982
Basic Need Funding	0
LA Devolved Formula Capital Grant (To be confirmed)	0.529
VA Devolved Formula Capital Grant (To be confirmed)	0.160
Sub Totals	6.671

- 3.4 In December 2018 the Government announced that they would be using the same allocations methodology for the financial year 2019–20 with some minor updates. The reason is to provide stability for schools while they reviewed their approach for 2020/21 and beyond. This means that the settlement amount for condition works for Brighton & Hove in the 2019/20 financial year will be approximately £5,000,000.
- 3.5 The approach will be the same for LCVAP which is building condition funding for the VA schools in the city. The provisional allocation for 2019/20 will be £981,962.
- 3.6 **Appendix 2** shows how the LCVAP funding was allocated last year. This includes some commitments for the 2019/2020 year to cover retentions on contract sums.

- 3.7 The approach will be the same for Devolved Formula Capital (DFC) grant. The provisional allocation for LA schools is £529,244 and for VA schools is £160,089. The final sums will be notified once the pupil numbers are confirmed.
- 3.8 In the Budget 2018, the government announced an extra £400 million capital funding for schools in England. The funding will be provided to individual schools but may be distributed in the same way as DFC via the Local Authority. The funding can be spent by the schools on capital projects to meet the schools own priorities. This may include improvements to buildings, equipment and other facilities, such as ICT. The allocation for LA schools in Brighton & Hove is £1,061,000 and for VA schools in Brighton & Hove is £160,000.
- 3.9 The government expectation is that schools will spend the money in financial year 2018/19. However, the normal terms of devolved formula capital will apply which provide some flexibility for schools to spend the funding over the following 2 financial years if necessary.
- 3.10 LCVAP and DFC grants are passed directly to schools / Diocese and therefore are not available for the Local Authority to spend.
- 3.11 In November 2018 the Government updated their allocation figures for the education Basic Need capital. This included an allocation for the 2019/20 financial year. The result of this settlement is that Brighton & Hove will receive no additional funding for Basic Need in the 2019/20 financial year.
- 3.12 In addition to the funding from central Government there is now a Services to Schools buy back option for the strategic property function. This was available for the first time in 2017/18 and generated an income of approximately £600,000. It is anticipated that this will also generate £623,000 for the 2019/20 financial year.

	Million
Capital Finance settlement	£5.000
Services to Schools Income	£0.623
Total	£5.623

- 3.13 Additional grant funding may be made available throughout the forthcoming financial year and will be reported separately if necessary.
- 3.12 The level of projected resources must finance all capital payments in 2019/20 including existing approved schemes, new schemes and future year commitments.
- 3.13 Capital slippage arising from the 2018/2019 Capital Programme will be incorporated into the 2019 /2020 programme when the capital accounts are closed in April 2019.

Capital Commitments

3.14 An overall summary of expenditure for 2019/20 is attached at **Appendix 3** and a more detailed explanation of each item is shown below.

Condition related works

3.15 The capital maintenance funding (£5.623million) will be used to address the most urgent and important items highlighted by the condition surveys of school buildings as well as a number of programmes to address specific safety and improvement priorities as set out in paragraphs 3.17 – 3.26 below.

3.16 A major priority of the Asset Management Plan is to reduce the amount of condition related works required in schools. A rolling programme of works has been prepared which currently shows a backlog of £29.3million.

3.17 It is recommended that £4.173million from capital maintenance plus £0.623million from Services to Schools (a total of £4.796million) from the total funding available is allocated to carry out structural maintenance works in the 2019/20 financial year.

3.18 A copy of the proposed structural maintenance programme is attached at **Appendix 4** to this report. This shows the estimated total cost of each programme of work (such as roof replacements, mechanical and electrical works etc.) but not the estimates for each individual element. This is because at the present time the amounts are pre-tender estimates and it would not make commercial sense to reveal these prior to going out to tender.

3.19 The extent of the work at each school will be determined by the condition survey and detailed investigation and scoping of the problem to be addressed. There will also be discussion with each school on the timing and scope of the works.

3.20 The proposed programme is prioritised using the Department for Education (DfE) condition criteria. The highest level of priority is attached to the renewal or replacement of building elements which fall within Grade D (as being in bad condition, being life-expired and/or in serious risk of imminent failure) and within the 'Priority 1' or 'priority 2' definition:

Priority 1 Urgent work, which will prevent immediate closure of premises and/or address an immediate high risk to the health & safety of occupants and/or remedy a serious breach of legislation

Priority 2 Essential work, required within two years, which will prevent serious deterioration of the fabric or services and/or address a medium risk to the health & safety of occupants and/or remedy a less serious breach of legislation.

3.21 By allocating £4.173million from the Capital Maintenance Grant and £0.623million from the services to schools we will be able to address all the D1 and a significant number of D2 priority works.

- 3.22 Legislation on both the control of legionella and asbestos in buildings has given rise to the need to carry out works on a rolling programme to school buildings to achieve compliance with the legislation. It is recommended that £0.150million each be allocated to legionella and asbestos work.
- 3.23 It is recommended that £0.150million is allocated for works identified by the Fire Risk Assessments that are the responsibility of the Local Authority.
- 3.24 It is recommended that £0.050million is allocated to carry on with the rolling programme of surveys of school premises, £0.050million is allocated for advanced design of future projects. In 2019/20 this will include the cost of surveying the boundary treatments at schools in relation to safeguarding issues.
- 3.25 It is recommended that £0.150million is allocated for adaptations to schools to accommodate pupils with special mobility or sensory needs.
- 3.26 Issues regarding compliance in relation to ventilation in school kitchens have been raised for a number of years. Inadequate ventilation in a kitchen environment leads to very hot and humid conditions which raise the risk of accidents, hygiene problems and potential poor health of staff. It is recommended that £0.100million is allocated for this purpose.
- 3.27 The above allocations identified in paragraphs 3.17 – 3.26 total £5.573million which leaves a small (£121,105) contingency for matters that may arise later in the year. In the event that an emergency arises during the year it would be possible to use Basic Need funding to address the issue in the current year and to replace the funding in future years.
- 3.28 In addition to the Local Authority responsibility for maintenance the schools also retain responsibility and funding for some maintenance items. This funding includes Devolved Formula Capital which the council receives from central government to passport to schools according to a formula. There is also an element in schools' delegated budgets relating to building maintenance.
- 3.29 In the event that we receive more than £0.623million from the Services to Schools buy-back option we will use the additional funding to address the next most urgent priorities.
- 3.30 In 2018/19 we identified 66 individual projects to undertake throughout the year at an estimated cost of £4.562million (inc fees). To date we have undertaken 64 of these (some of this number are still ongoing) and 1 will be undertaken in 2019/20, the budget to meet the cost of this work has been re-profiled at TBM9.
- 3.31 The remaining project was put on hold as a result of the uncertainty of the buildings future. We did however undertake a simpler job to ensure the building continues to be operational and safe.
- 3.32 The final grant received from government was higher than expected and favourable tenders were received for some projects which enabled us to undertake a further 8 projects from the priority list of works.

Basic Need funding

- 3.33 Basic Need funding is provided to authorities who are experiencing increasing school rolls. The funding is provided to ensure that the Local Authority can meet its statutory obligation to secure a school place for every child that wants one.
- 3.34 Despite receiving no new Basic Need allocation for 2019 /2020 the Council has a total capital resource of £10.102million. This has arisen from unspent allocations from previous years.
- 3.35 A review of provision for children and young people with special educational needs and disability has been undertaken which has resulted in the need to make changes to special school provision within the city. An allocation of £2.5 million was included in the 2016/17 financial year together with a similar allocation indicated for 2017/18. However the complexity of aspects of special school re-organisation means that delivery of these projects will take place over a period of time up to 2020.
- 3.36 It is now recommended that an allocation of £8.0million is made from the 2019/20 Basic Need allocation to meet the cost of the projects to create the east and west hubs. This represents an increase of £3million over the initial allocation which was for all work arising from the SEND Review.
- 3.37 Design work, which has been undertaken in conjunction with the schools, is now well underway and planning applications have been made for the east and west hub projects. Current indications are that the cost of the work for the west hub (Hill Park) will be approximately £2.7million and for the east hub (Downs View) will be £5.3million. There continues to be discussions about the final design specifications of the hubs and whilst there may be some variation in the final costs of each of the two hubs it is expected that the total amount required will not exceed the £8.0 million allocation for which approval is being sought.
- 3.38 It is now recommended that £4million should be allocated to meet the cost of creating the SEMH hub.
- 3.39 It is likely that the allocations in 3.36 and 3.38 will actually be spent over the next two financial years as the individual projects come forward.
- 3.40 In March 2017 the government announced the Special Provision Fund allocation to support LA's to make capital investments in provision for pupils with special educational needs and disabilities. At that point we were granted a total of £0.5million over three years from 2018/19 to 2020/21,
- 3.41 Since then there have been two further announcements increasing the funding by a total of £348,847. This additional funding is to be paid in the 2019/20 financial year but is conditional on refreshing the plan previously published on our Local Offer page to show how we would use the funding.

- 3.42 As part of the SEND review it is possible that some buildings will be declared surplus and could be sold. Subject to completion of a satisfactory business case and agreement by Policy Resources & Growth Committee the funding raised by the sale of these buildings could also be used to meet the costs of changes to the remaining special school buildings.
- 3.43 An allocation of £0.5million was included in last year's Capital Programme to allow the Local Authority to meet any costs arising from projects procured by third parties. This money was not spent and it is recommended that this amount should be carried forward to 2019/20.
- 3.44 Following determination of admission arrangements by the Children Young People & Skills Committee in January 2018 it was agreed that there should be an extra class at both Varndean and Dorothy Stringer Schools in 2019 and 2020. Additional accommodation will be required for both schools to admit additional pupils and this will involve expenditure in the 2019/20 financial year with costs being met from the Basic Need funding.
- 3.45 At its meeting on 11 October 2018 the Policy Resources & Growth Committee agreed to the methodology and allocation of £16.3million of capital funding to the City's secondary schools. This included the allocation of £15million of Basic Need funding plus a further £1.3million of Section 106 funding. The Council continues to work in conjunction with schools to fully scope the work at each school.

Section 106 funding

- 3.46 To meet planning policy objectives enabling the grant of planning permission it may be necessary for developers to contribute towards infrastructure to support new development. These contributions are commonly known as developer contributions or Section 106 (S106) contributions since they are secured through the planning process as Planning Obligations under Section 106 of the Town and Country Planning Act 1990.
- 3.47 A Planning Obligation may only constitute a reason for granting planning consent for a development where the obligation meets all the government tests in being:
- Necessary to make the development acceptable in planning terms
 - Directly related to the development
 - Fairly and reasonably related in scale and kind to the development
- 3.48 Since 2007 we have sought education contributions for developments of more than 10 new dwellings in areas where there was a pressure on school places. The calculation of a contribution has always been based on the number of pupils the development is likely to generate and the cost of providing this number of places. We do not seek contributions in areas where there are sufficient school places. This is because the request for contributions has to be in accordance with the points in 3.43 above. Seeking contributions in areas where there are sufficient school places would not meet the government tests requirements of the bullet points.

- 3.49 Since 2007 we have secured approximately £2.880million of contributions from 28 developments (**Appendix 5** shows the contributions received as at January 2019).
- 3.50 It is important that any monies accrued are used in accordance with planning legislation and policy objectives as further defined in the Developer Contributions Technical Guidance. The decision on how to use the funding is based on knowledge of the school estate in terms of its capacity and condition. This information is gathered via the condition surveys and the yearly updating of the plans for the SCAP return.
- 3.51 £179,000 of Section 106 funding was used in 2018/2019. The sums for secondary provision have been allocated to schools based on the location of the development and included in the sums allocated for additional place provision.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 The only option available would be to not make use of this funding to improve or extend the education property portfolio. This is not recommended as it would limit our ability to maintain, modernise and improve our school buildings property portfolio and to secure sufficient school places.

5. COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 There has been no specific consultation regarding the content of this report. When an individual project is developed the necessary consultation is undertaken and reported to the relevant committee.

6. CONCLUSION

- 6.1 The proposed Capital Programme will enable us to continue to ensure that we secure school places in areas of the City where they are required and to improve the condition of our education property portfolio.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 The report sets out the allocation of capital resources included in the Capital Investment Programme 2019/20 as approved at Budget Council on 28 February 2019. The capital resources will meet ongoing capital maintenance requirements as well as addressing bulge classes, refurbishments, permanent expansions and to implement outcomes resulting directly from the SEND review. The capital resources include income estimated at £0.623m for 2019/20 that relates to Services to Schools buy back associated with the strategic property function. This income will assist with maintenance spend identified in this report. The report includes estimated Government grant contributions and are subject to confirmation from the DfE in due course.

- 7.2 Developer contributions (Section 106 contributions) received and the spend to date are detailed in Appendix 5. The contributions are required to be spent in accordance with planning legislation and policy objectives. These do not form part of the resources included in Appendix 3.

Finance Officer Consulted: Rob Allen Date: 18.02.19

Legal Implications:

- 7.3 There are no direct legal implications arising from this report. Particular projects may give rise to specific issues which will be covered by individual reports at future meetings.

Lawyer Consulted: Serena Kynaston

Date:13.02.2019

Equalities Implications:

- 7.4 There are no equalities implications arising from this programme which would impact disproportionately on any defined groups. New and refurbished buildings will conform with all relevant regulations and be fully accessible.

Sustainability Implications:

- 7.5 There are no direct environmental implications arising from this report. The environmental impacts of individual schemes are reported to Members when the detailed report is submitted to Policy, Resources and Growth Committee for final approval. The detailed planning of projects at educational establishments will take account of the implications of Brighton & Hove's policies in relation to sustainability issues generally.

SUPPORTING DOCUMENTATION

Appendices:

1. Various Implications
2. LCVAP allocations 2018-19
3. Summary of capital resources and capital investment programme
4. Condition related works 2019-20
5. Section 106 funding

Documents in Members' Rooms

1. None

Background Documents

1. None

Crime & Disorder Implications:

- 1.1 The detailed planning of projects will take account of security issues

Risk and Opportunity Management Implications:

- 1.2 There are no risk issues in terms of resources or risks to children as a result of this proposal

Public Health Implications:

- 1.3 There are no public health implications arising from this report

Corporate / Citywide Implications:

- 1.4 The Capital Maintenance Grant identified in this report is evidence of the government's continuing support for the Council's work as a Local Education Authority. The Basic Need Funding is indicative that the DfE understands the issues of primary and secondary places we face in the city.

LCVAP 2018/19 Programme

Allocation £981,962 (90%)

<u>Establishment</u>	<u>Project Description</u>	LCVAP Allocation 2018/19	LCVAP Allocation 2019/20
Various Schools	Retention payments from 2017/18 Schemes	£ 30,843.80	
Cardinal Newman Catholic School	Fire/Structure	£ 208,494.00	£ 5,346.00
Cottesmore St Mary's Catholic Primary School	Fabric repairs & security improvements	£ 180,000.00	£ 4,615.39
St Mary Magdalen Catholic Primary School	Flat roof works	£ 43,839.47	£ 1,124.08
St John the Baptist RC School	Toilet extension	£ 52,164.68	£ 1,337.55
St Bartholomew's CofE Primary School	Extension to form new school entrance Ph 2	£ 263,250.00	£ 6,750.00
St Paul's CofE Primary School	DDA improvement works	£ 131,625.00	£ 3,375.00
St Martin's CofE Primary School	Car park resurfacing for roof works to prevent water ingress	£ 38,610.00	£ 990.00
Cardinal Newman Catholic School	DDA improvement works	£ 11,551.12	
St John the Baptist RC School	Cast stone cill repairs	£ 6,116.04	
St Mary's Catholic Primary School	Nature space	£ 8,230.86	
		<u>£ 974,724.98</u>	<u>£ 23,538.02</u>

	CAPITAL EXPENDITURE	
	2018/19	2019/20
CAPITAL MAINTENANCE		
201/19	£5,008,000	
2019/20 (Para 3.4)		£5,000,000
School contributions (Para 3.12)	£600,000	£623,000
Health Pupils Capital Funding	£305,658	
Unallocated from previous years	£67,510	£71,105
Total	£5,981,168	£5,694,105
Asbestos (Para 3.22)	£150,000	£150,000
Legionella (Pare 3.22)	£150,000	£150,000
Fire Risk Assessments (Para 3.23)	£150,000	£150,000
Ventilation in Kitchens (para 3.26)	£0	£100,000
Condition works proposed by committee in March (Para 3.17)	£4,904,405	£4,773,000
Advanced design on future schemes (Para 3.24)	£50,000	£50,000
Surveys (condition gas etc) (Para 3.24)	£50,000	£50,000
Individual Pupil needs (Para 3.25)	£150,000	£150,000
Works to Surrenden Pool	£305,658	
	£5,910,063	£5,573,000
BASIC NEED		
2018/19	£0	
2019/20 (para 3.34)		£0
Unallocated from previous years (para 3.34)	£17,434,697	£10,101,697
SEND Capital (Para 3.36)	£167,000	£515,504
Projects carried forward from 2018/19	£16,000,000	£23,500,000
Total	£33,601,697	£34,117,201
<i>Additional secondary provision</i>	<i>£15,000,000</i>	<i>£15,000,000</i>
<i>Costs arising from projects undertaken by third parties</i>	<i>£1,000,000</i>	<i>£1,000,000</i>
<i>To implement outcomes from the SEND review (Para 3.35 - 3.38)</i>	<i>£7,500,000</i>	<i>£12,000,000</i>
TOTAL COMMITMENTS	£23,500,000	£28,000,000
		<i>£6,117,201</i>

Notes

Figures in italics are indicative at the present time

Appendix 4 Condition Related Works

School	Works	Priority	Budget Allocation
General			£880,500
Roundabout Nursery	Replace defective timber decking, play equipment, fencing, ramps and steps to playgrounds.	D1	
Stanford Junior School	Kitchen: replace lintels and make good (Whiterock), replace fire escape	D1	
Mile Oak Primary School	Phase 4 removal of asbestos ceilings and renewal of lighting/wiring - hall	D2*	
Balfour Primary School (Junior)	Infant SW elevations – wall ties replacement & pointing	D2*	
Elm Grove Primary School (Pepperpot Nursery)	Flat roof replacement	D2*	
Elm Grove Primary School (Pepperpot Nursery)	External masonry re-pointing	D2*	
Fairlight Primary School	Wall tie replacement work - north elevation (Pevensey Road)	D2*	
Hertford Junior School	PVCu cladding replacement (final phase)	D2*	
Hove Park Upper	Replace structural glazing to Hall (including small flat roof)	D2*	
Longhill School	Replace East Elevation library structural glazing	D2*	
Patcham Junior School	Wall tie replacement phase 2	D2*	
Queens Park Primary School	Replace 2no valley gutters (rear)	D2*	
Woodingdean Primary School	Repointing, cavity wall ties, brick & lintel repairs	D2*	
Bevendean Primary School	Repointing, wall ties to exterior including Hall & Kitchen	D2	
Blatchington Mill School	Replace boiler room railings (2no)	D2	
Brackenbury Primary School	Wall tie replacement, crack stitching, re-pointing to gable end, toilet block & flint faced walls of annex.	D2	
Downs Infant School	Wall ties and re-pointing, 2nd phase: to courtyard (2nr elevations)	D2	
Downs Junior School	Internal remedial re-plastering, decoration & mechanical ventilation (subject to planning) due to above defects. See item 99	D2	
Downs Junior School	West elevation re-pointing and masonry repairs, final phase	D2	
Downs Junior School	Re-pointing to boiler room elevations	D2	
Elm Grove Primary School	Overhaul of Tower	D2	
Hangleton Primary School	Reinforced concrete lintel repairs in courtyard	D2	
Hove Junior School (Holland Road)	Repointing	D2	
Queens Park Primary School	Replacement of defective bricks to the lower moulded band course - front and rear	D2	
Queens Park Primary School	Re-point south and west elevations to stairwell	D2	
West Hove Infant School (Connaught Road site)	2nd phase of damp proofing to inner faces of main elevation (Octopus and Clownfish classes). As per previous years phases.	D2	
Hove Junior School (Holland Road)	Re-pointing (east elev)	D2*	
Flat Roofing			£835,000
Balfour Primary School (Junior)	Flat roofing replacement above corridors	D2*	
Blatchington Mill School	Flat roofing works above west block toilets and changing rooms 0/032, 0/032A, 0/032B, 0/033, 0/033A, 0/033B, 0/034, 0/035, 0/036, 0/037, 0/072, 0/072A, 0/C21, 0/C23, 0/089, 0/016A, 0/016B & 0/016C	D2*	
Downs View School	Replacement flat roof area 2, tank & windows from 2018 report	D2*	
Hillpark School (upper)	Replace roof to hall, classrooms and offices	D2*	
Longhill School	Replace flat roof above CT house	D2*	
Mouselecomb School	Renew flat roofs above 0/016 & 0/017 – toilet block	D2*	
Rudyard Kipling Primary School	Replacement flat roofs - north side of school site	D2*	

Coldean Primary School	Replace flat roofs and guttering, asbestos soffit board removal, adapt install additional drainage	D2*	
Bevendean Primary School	Renew flat roofs above rooms 0/091 - 0/102	D2	
Homewood College	Replace flat roof to tank room	D2	
Pitched Roofing			£280,000
Patcham Infant School	Replacement pitched roof covering and removal of asbestos fascias and soffits (phase 2).	D2*	
Hove Junior School (School Road site)	Replacement pitched roofs phase 4	D2*	
West Hove Infant School	Pitched roofing works – south elevation	D2*	
Mechanical Works			£1,103,131
Roundabout Nursery	Boiler replacement	D1	
Bevendean Primary School	Replace Main Boilers	D2*	
Bevendean Primary School	Replace years 1&2 boilers	D2*	
Blatchington Mill School	Replace 4 no fan coil units in old sports hall	D2*	
Hove Junior (Holland Rd)	Boiler replacement	D2	
Hove Park Upper	Replacement of boiler in 6th Form block	D2	
Hove Park Lower	Boiler replacement to plant room 1	D2*	
Longhill School	Replace B Block Boilers	D2	
Mouselecoomb School	Replace htg to front of school	D2	
St Peters Primary School	Replace boilers	D2*	
Stanford Junior School	Replace main boilers	D2	
West Hove Infant (School Rd)	Boiler replacement (basement boiler room)	D2	
Woodingdean Primary School	Replace 7 fan coil units heaters to hall	D2*	
Electrical Works			£280,500
Benfield Junior School	Re-wire & relight 6No Classrooms & Corridors	D2*	
Benfield Junior School	Rewire 4no Classrooms	D2*	
Fairlight Primary School	Replacement of lighting and wiring to top floor (including over boarding of lathe and plaster ceilings	D2*	
Hove Park School	Replace external lighting (lower site)	D2*	
Middle Street Primary School	Phase 1 - Replacement electrical services (lighting in Classrooms, Activity Areas) Rooms 1/001;1/002;1/006;1/007	D2*	
Patcham Junior School	Replace old wiring & switches in staffroom areas	D2	
St Georges House	Replace & rewire lighting & small power	D2	
St Luke's Primary School	Phased electrical re-wire	D2	
Toilet Refurbishment			£775,000
Blatchington Mill School	Toilet refurbishment to boys and girls changing rooms adjacent to theatre	D2*	
Carden Primary School	Boys Toilet Refurbishment 1/021	D2*	
Carden Primary School	Girls Toilet Refurbishment 1/025	D2*	
Hangleton Primary School	Refurbishment of boys and girls infant (KS1) toilets.	D2*	
Bevendean Primary School	0/072 0/072 (KS2 Girls) toilet refurbishment	D2*	
Fairlight Primary School	Refurbish ground floor nursery toilets	D2*	
Rudyard Kipling Primary School	Refurbish KS2 toilets	D2	
Stanford Infant School	Toilet refurbishment girls lower ground floor	D2*	
West Hove Infant School	Refurbish reception (girls) toilet phase two	D2*	
Resurfacing Works			£185,000
Cherry Tree Nursery (Hollingdean Children's Centre), Brighton	Upgrade external play equipment	D1	
Jump Start Nursery (Moulsecoomb Children's Centre)	Upgrade external play equipment	D1	
Carden Primary School	Resurface area 56T (grounds plan)	D2*	
Woodingdean Primary School	Resurface middle playground east	D2*	
Blatchington Mill School	Take up paving slabs and tarmac area (3L)	D2	
Blatchington Mill School	Resurface playground and path (area 82T and path	D2*	
Brunswick Primary	Resurface inner courtyard including steps	D2*	
Coombe Road School	Resurface ramp to main entrance	D2	
Downs Infant School	Resurface playground (top)	D2	
Downs Junior School	Resurface upper playground	D2	

Homewood College	Resurface car park	D2	
Homewood College	Playground entrance – resurfacing and replacement flag stones	D2	
		D1 total	Excl fees
			£106,000
		D2* total	Excl fees
			£2,748,500
		D2 Total	Excl fees
			£1,484,631
		Total	Excl fees
			£4,339,131
			Fees @10%
			£433,913
		Grand Total	£4,773,044

REF XPPB	RECEIPT OF SECTION 106 CONTRIBUTIONS TO EDUCATION		date received	Sums received	Spent to date	Available Balances
106	Brighton Marina Outer Harbour 06/1124 signed 4/7/06 yr 06/07	Education Facilities (Phase 1)	04/07/2016	£ 67,447.31		£ 67,447.31
116	Ocean Hotel, Saltdean 04/3555 signed 12/4/06 yr 06/07	Education Facilities	30/01/2007	£ 110,683.20	(110,683.20)	
131	4-8 Somerhill Avenue 04/2722 signed 29/9/05 yr 05/06	Education - Somerhill/Davigdor spend Somerhill cycling improvements	26/07/2007	£ 30,139.68	(25,309.68) (4,830.00)	
132	Freshfield/Pankhurst Reservoir 06/3882 signed 1/3/07 yr 06/07	Education	03/08/2007	£ 42,064.00	(42,064.00)	
137	Toomeys Roedale Road 06/3206 signed 22/12/06 yr 06/07	Education (for Secondary provision)	21/08/2007	£ 66,686.00	(66,686.00)	£ -
152	ex Westbourne Hosp 50-52 New Church Rd Hove 07/2930 signed 11/3/08 yr 07/08	Education	18/04/2008	£ 37,525.00	(37,525.00)	£ -
163	Dresden House, Medina/Albany Villas 08/0210 signed 13/5/08 yr 08/09	Education	17/10/2008	£ 79,324.00	(79,324.00)	£ -
166	Ebenezer Chapel, Richmond Parade 07/1591 signed 31/3/08 yr 07/08	Education (Primary) Education (Secondary)	19/12/2008	£ 24,374.19 £ 33,535.00	(33,535.00) (24,374.19)	£ -
180	Btn Station Blocks E/F NEQ 06/1761 signed 27/09/07 yr 07/08	Education (Primary) Education (Secondary)	10/09/2009	£ 50,000.00 £ 50,000.00		£ 100,000.00
217	Roedale (Pioneer House) Burstead Close Brighton 09/02911 signed 11/3/10 yr 09/10	Education	29/05/2010	£ 35,512.00	(35,512.00)	£ -
218	Coast ex Nuffield New Church Road 05/2267 signed 12/4/06 yr 06/07	Education	18/08/2010	£ 109,000.00	(109,000.00)	£ -
232	Land at Pankhurst (ex Brighton General Nurses Accommodation) 10/01054 signed 9/8/10 yr 10/11 (DoV see Yr 12/13)			£ 135,796.00		£ 135,796.00
252	Ainsworth House Wellington Road Brighton 10/03994 signed 8/4/11 yr 11/12	Education (Primary) Education (Secondary)	07/09/2011	£ 16,777.00 £ 22,859.00		£ 39,636.00
256	Gala Bingo, Portland Road Hove	Education	30/08/2013	£ 55,679.79		£ 55,679.79
271	Btn Station Site J NEQ 10/03999 signed 9/12/11 yr 11/12	Education	20/06/2012	£ 199,884.00		£ 199,884.00
281	former Royal Alex Hospital Dyke Road Brighton 10/03379 dated 19/7/11 yr 11/12	Education	24/04/2013	£ 177,646.92	-£74,612	£ 103,034.92
282	Vega ex Caffyns 331 Kingsway Hove 09/01340 signed 13/9/10 yr 10/11	Education - for improving (both) Primary & Secondary provision	25/04/2013	£ 78,744.00	-£ 33,072.00	£ 45,672.00
285	Former Esso site, Hollingdean Road, Brighton 10/00498 signed 19/10/10 yr 10/11	Education (Primary) Education (Secondary)	17/06/2013	£ 17,243.00 £ 22,854.00	-£17,243.00 -£22,854.00	
294	1 Manor Road, Brighton (former convent site) 12/03364 signed 27/11/13 yr 13/14	Education (within B&H As Consequence of Development)	14/02/2014	£ 107,743.00		£ 107,743.00
299	land at Redhill Close Brighton 10/00692 signed 13/7/11 yr 11/12	Education contribution (index linked)	01/08/2014	£ 164,715.57	-£ 69,300.00	£ 95,415.57
300	former Infinity Foods Franklin Road Portslade 13/01278 signed 20/11/13 (s278 17/7/14) yr 13/14	Education	31/03/2015	£ 79,000.00		£ 79,000.00
310	Park House (One Hove Park) Old Shoreham Road Hove 12/00114 signed 18/4/12 yr 12/13	Education (Primary, Secondary And 6th Form)	27/03/2015	£ 139,000.00	-£139,000.00	
326	Circus Street, Brighton 13/03461 signed 18/3/15 yr 14/15	Education contribution	04/10/2018	£ 125,000.00		£ 53,750.00 £ 71,250.00
332	former Whitehawk Library, Findon Road, Brighton 15/02941 signed 12/11/15 yr 15/16	Education	01/04/2016	£ 116,348.00		£ 65,000.00 £ 51,348.00
333	Robert Lodge, Manor Place, Whitehawk Brighton 14/02417 signed 12/12/14 yr 14/15	Education	01/04/2016	£ 10,092.00		£ 10,092.00
336	25/28 St James's Street, Brighton 10/02012 signed 24/8/11 yr 11/12	Education	12/02/2016	£ 46,080.00		£ 46,080.00

REF XPPB	RECEIPT OF SECTION 106 CONTRIBUTIONS TO EDUCATION		date received	Sums received	Spent to date	Available Balances
349	121/123 Davigdor Road, Hove 15/02917 signed 5/2/16 yr 15/16	Education	09/11/2016	£ 77,332.28		£ 77,332.28
353	70 and Site of Chrome Productions Limited Goldstone Lane Hove 14/03605 signed 24/5/16 yr 16/17	Education	19/11/2016	£ 136,162.04		£ 136,162.04
356	Land adj Wellesbourne Health Centre, 179 Whitehawk Road, Brighton 16/01438 signed 13/9/2016 yr 16/17	Education	20/3/2017	£ 54,421.00		£ 22,965.00 £ 31,456.00
366	4-7, 9 & 15-20 Kensington Street Brighton 2016/01020 signed 24/11/2017 yr 16/17	Education	01/12/2017	£ 8,063.00		£ 3,306.00 £ 4,757.00
368	Former Texaco site Kingsway/Victoria Terrace Hove 16/02756 signed 16/8/17 yr 17/18	Education	12/01/2018	£ 67,971.10		£ 28,548.10 £ 39,423.00
378	former Housing offices Selsfield Drive Brighton 2018/01016 signed 28/9/18 yr 18/19	Education Contribution	05/10/2018	£ 19,406.00		£ 19,406.00
379	former Baptist Church Montpelier Place Brighton 2017/01065 signed 8/12/17 yr 17/18	Education Contribution	23/10/2018	£ 70,142.44		£ 26,653.96 £ 36,473.84 £ 7,014.64
383	251/253 Preston Road Brighton (Dovecote House) 2016/00403 signed 19/10/2016 yr 16/17	Education Contribution	12/12/2018	£ 56,930.00		£ 24,197.00 £ 32,733.00
384	former Astoria Gloucester Place Brighton 2015/01471 signed 8/12/2016 yr 16/17	Education Contribution	31/12/2018	£ 138,798.93		£ 58,871.00 £ 79,927.93
				2,880,979.45	(924,924.07)	1,956,055.38

Subject: Education Capital Resources and Capital Investment Programme 2019/20

Date of Meeting: 21 March 2019

Report of: Executive Director for Children Families & Learning

Contact Officer: Name: Lisa Johnson Tel: 29-1228

E-mail: lisa.johnson@brighton-hove.gov.uk

Wards Affected: All

FOR GENERAL RELEASE

Action Required of the policy Resources & Growth Committee

To receive the notice of motion referred from the Council for consideration.

Recommendations: That the Policy Resources & Growth Committee:

1. That the level of available capital resources totalling £6.671m for investment relating to education buildings financed from capital grant be noted.
2. Agree the allocation of funding for inclusion within the Council's Capital Investment Programme 2019/20.
3. Grant delegated authority to the Assistant Director of Property & Design to procure the capital maintenance and basic need works and enter into contracts within these budgets, as required, in accordance with Contract Standing Orders in respect of the entire Education Capital Programme.

BRIGHTON & HOVE CITY COUNCIL

CHILDREN YOUNG PEOPLE & SKILLS COMMITTEE

4 MARCH 2019

COUNCIL CHAMBER, HOVE TOWN HALL

Present: Councillors: Les Hamilton (Chair) , Dan Chapman (Deputy Chair), Kevin Allen, Vanessa Brown (Opposition Spokesperson), Amanda Knight, Mo Marsh, Jackie O’Quinn, Nick Taylor and Andrew Wealls.

Bernadette O’Connor, Trevor Cristin, Amanda Mortensen and Karen James.

DRAFT MINUTE

PART ONE

66 EDUCATION CAPITAL RESOURCES & CAPITAL INVESTMENT PROGRAMME 2019/20

- 65.1 The Committee considered a report of the Executive Director of Children’s Services presented by Richard Barker.
- 65.2 The report was to inform the Committee of the level of available capital resource allocated to this service for 2019/20 and to recommend a Capital Investment Programme for 2019/20.
- 65.3 The Chair wanted to clarify what the Committee were being asked to approve.
- 65.4 Pinaki Ghoshal – Executive Director Families, Children & Learning, informed the Committee that Policy, Resources & Growth Committee make the decisions and the Children, Young People & Skills Committee are being asked to note the report.
- 65.5 Councillor Andrew Wealls stated that he would not be voting in favour or against the noting of the report as he did not feel he had enough understanding of the situation.
- 65.6 Pinaki Ghoshal informed the Councillors that resource allocation was ongoing.

- 65.7 Councillor Vanessa Brown stated that Downsview School were undergoing building works and support was needed at this time.
- 65.8 Councillor Jackie O'Quinn also stated that the site visit to Downsview School was very informative.
- 65.9 Councillor Amanda Knight enquired what are D2 works.
- 65.10 The Member was informed that the D2 works are essential works not urgent works. The essential works are not all undertaken and a 'rolling pot' of finance is used to cover the work which will align with an agreed timetable.
- 65.11 Councillor Tom Druitt enquired how figures were calculated and did this cover the efficiency of schools with regard to heating, ventilation etc.
- 65.12 The Member was informed that looks at efficiency including ventilation etc. with fire risk assessments constantly being reviewed.
- 65.13 The Chair then put the recommendations to the vote.
- 65.14 **RESOLVED:**
- (1) That the level of available capital resources totalling £6.671 million for investment relating to education buildings financed from grant be noted;
 - (2) That Committee agree the allocation of funding as shown in Appendices 3 and 4 and recommend this to Policy Resources & Growth Committee on 21 March 2019 for inclusion within the Council's Capital Investment Programme 2019/20; and
 - (3) That the Committee agree to recommend to Policy Resources & Growth Committee that they grant delegated authority to the Assistant Director of Property & Design to procure the capital maintenance and basic need works and enter into contracts within these budgets, as required, in accordance with Contract Standing Orders in respect of the entire Education Capital Programme.

Subject:	Customer Experience Strategy		
Date of Meeting:	21 March 2019		
Report of:	Executive Director for Neighbourhoods, Communities & Housing		
Contact Officer:	Name:	Rima Desai, Brian Foley, Victoria Paling	Tel: 01273 291268, Tel: 01273 293109, Tel: 01273 291805
	Email:	rima.desai@brighton-hove.gov.uk, brian.foley@brighton-hove.gov.uk, victoria.paling@brighton-hove.gov.uk	
Ward(s) affected:	(All Wards);		

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

- 1.1 The purpose of the report is to seek approval in principle from the Committee for the Customer Experience Strategy which will be further developed through engagement with customers and staff.
- 1.2 This strategy has been developed with the Customer Experience Steering Group to improve customer experience across the organisation which in turn will improve customer satisfaction with our council.
- 1.3 Our customers include everyone who lives, works, visits or does business in Brighton & Hove. Customers include those who need to interact with the council as well as those the council has to interact with, such as where we have a duty of care
- 1.4 We have created this strategy as a means to
 - Ensure a shared understanding of what a good customer experience feels like
 - Plan the actions needed to achieve good customer experience, learning from best practice both internally and externally.
 - Embed a consistently good standard of service delivery with resilience and efficiency, in a fair and inclusive way.

2. RECOMMENDATIONS:

- 2.1 That the Committee approves the Customer Experience Strategy as set out in Appendix 1 for the purposes of further engagement with customers and staff.

- 2.2 That the Committee notes that the developed Customer Experience Strategy will be brought back to the Committee for final approval following the engagement with customers and staff after the elections in 2019/20.

3. CONTEXT/ BACKGROUND INFORMATION

- 3.1 Levels of satisfaction with the local area are higher in Brighton & Hove (89%) than nationally (78%) as per the latest City Tracker survey results.
- 3.2 The overall current customer satisfaction with services provided by the council is at 55% compared to our target of being in line with the national average of 60%. The result for dissatisfaction has remained broadly static over the last 4 years in the context of national trend of increasing dissatisfaction with Local Authorities with Brighton & Hove City Council figure of 22% against the national average of 21%.
- 3.3 Individual key services provided by the council conduct customer satisfaction surveys. Out of 26 services that conducted surveys in 2017-18, only 3 services had a satisfaction level of less than 60%.
- 3.4 The Customer Experience Steering Group (CESG) has been set up to find ways to improve the customer experience which in turn will improve customer satisfaction. This group consists of all key services across the council.
- 3.5 The CESG has established Customer Promise and Customer Vision and an action plan to achieve the vision. The strategy brings together the work that has been done by the CESG over the last 18 months to ensure commitment at the highest level. The strategy will also help with clarity and coherence of communication given the wide range of services and stakeholders involved.
- 3.6 The Customer Experience modernisation programme which brings together the work carried out by the CESG gets reported to the cross-party Modernisation Member Oversight Board.
- 3.7 One of the key areas of focus of the CESG for 2018/19 has been to handle customer dissatisfaction in an effective and considerate way. A number of initiatives have been undertaken to improve this such as providing training from the Ombudsman (external Government body responsible for independently investigating complaints that reach to them), setting the standards for the complaints response and quality assuring sample responses across the organisation to feedback to responsible officers. The initial result of this work shows right direction of travel e.g. complaint response time has improved, and the proportion of cases escalated to independent investigation has reduced.
- 3.8 Our Staff Survey results show that 89% of council staff care about how the organisation is perceived by citizens. However, only 23% feel council works as one big team working collaboratively for the good of our customers. To address this we have introduced a Customer Experience Ambassador role to systematically enable joint working and embed One Council approach across the organisation. 'One Council' will create a way of working where customers

experience a response which is similar in 'style' and consistently helpful regardless of the service they approach.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 The strategy will be further developed with customers and staff and an associated business case will be developed for the Committee's approval. The business case will outline the options of delivering our best within existing resources or request for additional funding to enhance customer experience.

5. COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 Customer Promise was developed by seeking views from customers. There will be further engagement with customers.

6. CONCLUSION

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

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

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

Finance Officer Consulted: Name Peter Francis

Date: 18/2/19

Legal Implications:

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

Lawyer Consulted: Abraham Ghebre-Ghiorghis

Date: 18/02/2019

- 7.3 Equalities Implications: As part of the customer engagement work, we will liaise with a range of community groups, particularly those representing people who share protected characteristics, where data suggests there might be specific barriers. The importance of understanding equalities implications is a core part of

the awareness raising sessions designed for the Customer Experience Ambassadors across the council.

SUPPORTING DOCUMENTATION

Appendix 1 – Customer Experience Strategy

Customer Experience Strategy

Getting things right first time,
every time



**Brighton & Hove
City Council**

Our Vision

Getting things right first time, every time

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DRAFT - 22nd February 2019

Context

Why do we need a Customer Experience strategy?

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

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

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

Whilst we strive to provide high quality services, there are currently varied levels of customer satisfaction with the range of services delivered by the council. We have created this strategy as a means to

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

Customer Experience Steering Group

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

Brighton & Hove is a satisfying place to live

Levels of satisfaction with the local area are higher in Brighton & Hove than nationally. In the most recent Local Government Association survey, 78% of residents at a national level are satisfied – well below the Brighton & Hove figure of 89%. User satisfaction with the services provided by Brighton & Hove City Council (55%) has decreased from 63% previously. Nationally satisfaction with councils has also fallen, dropping from 65% to 60%. The national comparator is the Local Government Association's Resident survey, carried out quarterly. This tells us that customers think Brighton & Hove is a great place to live, but that this is not reflected in improved customer satisfaction with the way that the council runs things.

Our key challenges and opportunities include:

Reducing council resources



The need for us to provide high quality customer service does not go away as our funding reduces. We need to develop more cost effective ways for our customers to contact us and encourage and support our customers to use them. We need to find ways to be clearer about what we can and can't do so that there is transparency and to better manage customer expectations.

Meeting rising customer expectations and increased demand



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

Welfare reform



We have been proactively analysing and managing the impact of changes to the welfare benefits system on our customers. We need to make sure that this strategy is firmly linked to our work of supporting vulnerable customers who could be affected by welfare reforms.

Digital exclusion



Some people don't have access to the internet at home, or have specific accessibility needs, and that may mean that they can't find our information and services online. We need to find ways to help these customers by providing equipment and support at venues across the city, as well as working in partnership with local digital inclusion charities.

Listening to our customers



We need to be able to capture customer comments and use them to improve services.

Community Collaboration



We need to work in partnership with residents to enable them to play an active role in their communities

Using customer intelligence to shape service delivery



Customers contact us through a variety of channels. We need to continue to make the best use of the information about this contact, in a timely way, to better understand what our customers need and to inform our service delivery

Equality of Access



Our city's communities are changing and becoming increasingly diverse. As a council we work hard to understand our communities and the barriers to access and support needs people may have. Knowing this enables us to provide responsive services that better anticipate all customers' needs and respond respectfully, appropriately and efficiently.

Our Customers

By customer we mean, any user of council services, active or passive. This includes residents, visitors to the city, businesses, students, service users and their representatives.



Brighton & Hove's population is estimated at 286,000



The population registered to vote is 201,392



130,000 Council Tax payers



32,270 children attending school



20,000 receiving housing benefit



11,552 total council owned dwellings



10,500 Business rate payers



624km of carriageway



1,020km of footpaths



12km of coastline



98 parks and open spaces



1,318,517 visits to libraries

Our Services



City Environment

- 92,881 individual refuse collections per week
- 45,050 individual recycling collections per week



Parking and Transport

- 343,977 visitor permits issued per year
- 37,321 resident permits issued per year
- 6,357 Concessionary Bus pass holders
- 3,765 Blue Badge issued per year
- 1,387 business permits issued per year
- 14,462 permits for roadworks granted



Development Management (Planning)

- 3,671 applications received in 2018
- 2,667 applications approved in 2018



Housing Management

- 13,097 Council tenancies supported
- 2,807 Leasehold properties managed



Housing Needs

- 2,800 Applications for social housing per year
- 1,785 Units of temporary Accommodation per year
- 1,700 open cases for prevention, intervention, advice
- 1,128 Emergency placements and transfers per year



Health & Adult Social Care

- 4,726 care assessments or reviews conducted per year
- 4,361 people receiving long term adult social care service
- 1,306 people receive short term intensive support
- 30,274 terms of daily living equipment issued



Families, Children & Learning

- 5,432 children with special education need receive support in schools
- 2,135 children attend our children's centres and nurseries
- 1,985 children supported by social work to be safe (including 414 children in care)
- 531 receive family support



Registrars

- 3,400 births registered per year
- 2,500 deaths register per year
- 1,300 marriages registered and officiated
- 580 new British naturalisation certificates issued



Bereavement

- 1,992 cremations in 2017/18
- 281 burials in 2017/18
- 1,233 deaths reported to the Coroner's Office in 2018



Benefits

- 4,761 receiving help with council tax
- 3,236 new claims assessed a year
- 1,500 applications assessed for emergency help

Our Customer Promise

Our promise to you

We have developed our customer service standards as a promise to customers, which we monitor through a range of measures to make sure we are keeping that promise.

To ensure that our Promise is focused on what is important to our customers, during its development, we surveyed a sample of visitors to the Customer Service Centres in Brighton and in Hove.

Customers were asked to rank the qualities of customer service delivery in order of what they felt was most important.

Of those surveyed:

- 40% said that 'First contact resolution' was most important to them
- 21% said 'Professionalism'
- 13% said 'Waiting times'
- 12% said 'A choice of ways to contact the council'
- 7% said 'Being listened to'
- 7% said 'Easy to access services'

In addition to the above survey, we reviewed the feedback we receive from customers through a variety of means such as online survey responses, customer complaints and compliments. Our Customer Promise was created from these priorities, in collaboration with representatives from front line services.

To maximise our ability to keep our promise to customers, we don't just apply these standards to staff who deal directly with customers, but to all staff who work for the council, including those in support services such as Human Resources, IT& Digital teams, Finance, Health and Safety. This approach helps ensure that staff who do deal directly with residents have the appropriate infrastructure, tools and support to deliver the best customer service that they can.

Our customer promise to you

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



- Communicate with you digitally where possible and appropriate, because it is more convenient for you and often quicker and more cost effective
- Where digital access is not appropriate offer you different ways to contact us and use our services
- Where you have a disability or impairment, we will work with you to find the best ways to communicate.

We will be clear and treat you with respect



- Increasingly provide digital services but still aim to deliver a personal service, treating you with courtesy, politeness and understanding
- Be clear and easy to understand in all our communication with you
- Keep your personal data secure and ensure your confidentiality.

We will understand and get things done



- Aim to answer the query at first point of contact, when this cannot be achieved we provide clear information about next steps so you know what to expect
- Take care to fully understand and respond appropriately to your needs
- Keep you informed with up to date information and explain what we have done
- Make sure our officers have the skills and tools to deliver the service you need
- Work together across the council to provide a service that minimises your efforts.

You can help us to keep our promise by

- Treating us politely and with respect
- Letting us know if you have any specific needs
- Giving us the information we need to deal with your enquiry
- Telling us if you are happy or unhappy with our service
- Participating when we seek feedback so we can learn and improve.

Please tell us how we are doing

- We welcome all feedback including when things don't go right. Feedback helps us to learn from what we are doing well and also our mistakes. We are committed to using this information to improve our services
- Please tell us how satisfied you are with our service, this short survey should take you approximately two minutes
- If you would like to provide a detailed compliment or complaint please contact the customer feedback team.

Monitoring our performance against this promise

- We check our performance through monitoring:
 - Customer satisfaction and ease of access
 - Number of compliments and complaints received
 - Evidence of how our customers contact us
 - Survey of residents of Brighton & Hove and service users
- The results will be published through our Customer Insight Report annually.

Different ways to contact us

Website

We will:

- Aim to have the Council website available for 24 hours a day all year round
- Continually improve the ability to interact with us digitally

Face to face

We will:

- Make sure our Customer service buildings are fully accessible
- Aim to greet you on average within five minutes of arrival and to see you within 20 minutes
- Make clear the range of ways of contacting us

Written communication

We will:

- Ensure all service emails are set up with 'automatic reply' with a clear indication of what will happen next

Social media

We will:

- Be clear how frequently we will respond to any queries received
- Be proactive in sharing relevant information and keep this up to date

Telephones

We will:

- Aim to keep average waiting times under ten minutes. When high demand is anticipated we will give an indication of the expected wait
- Update voicemails and telephone messages regularly to hold accurate information

We have listened to our customers and created this promise using their suggestions and priorities. (July 2017)



**Brighton & Hove
City Council**

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

Efficiency



Services are available online, where possible and are easy to find



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



It is clear to customers what the best way of contacting the council is, based on what they need



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



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



All services are delivered to the standards set in the Customer Promise



Customers feel confident that everything we do is in keeping with the Customer Promise



All services engage with those who may be affected before making changes

Improvements



Making improvements to the customer experience is a priority in everyone's day to day role



Customers are asked what they think about the services they receive and their feedback is acted upon



The data and knowledge that the council collects, is used to understand and to improve things for customers



Services work together to improve the customer experience in a consistent way



Council resources are appropriately used to manage customer needs through all contact methods



All services support each other positively to fulfill the Customer Promise



Staff are all able to offer basic advice, support or signposting to other council services and external support.



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

One Council

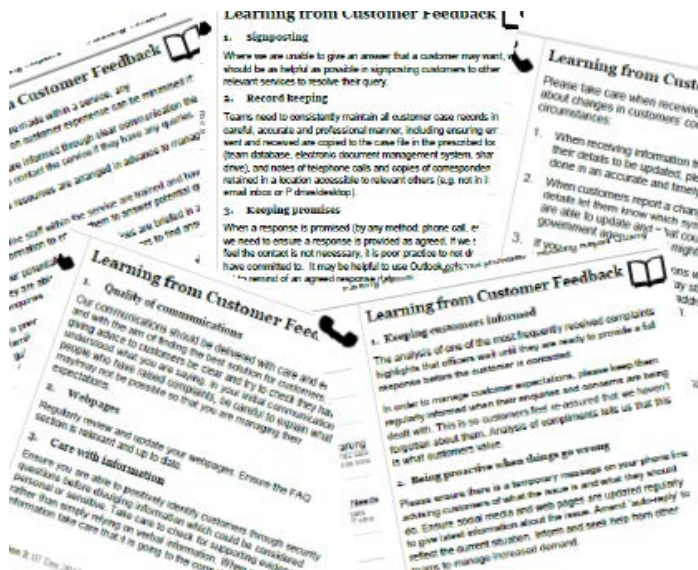
Consistency

Resilience

Learning from Customer Feedback

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

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



Key learning themes

- Ensure good practice with email correspondence e.g. send clear, timely responses.
- Keep our contact details up to date on the intranet to improve joint working, and include them in our email signature.
- Keep our webpages up to date and clear to navigate, including frequently asked questions (FAQs).
- Aim to resolve all matters raised during customer contact, rather than rushing to pick up the next enquiry.
- Deliver what has been promised e.g. call a customer back at the time agreed, even if you don't have any new information for them.
- Consider the wider impact of your work e.g. if you are unable to do something as agreed, make sure anyone who may be affected is informed, such as other service teams, customers or other professionals.
- Be proactive when things go wrong e.g. tell affected parties what has happened as soon as possible, and what will be done to put it right and keep them informed throughout
- Be aware of and regularly review your Business Continuity Plan especially in relation to customer facing aspects.
- Be aware of how to report and record incidents of alleged discrimination or hate crimes.
- Handle personal or sensitive data with care and in accordance with agreed governance standards and guidance.

One Council Approach

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

As a public body which delivers around 700 different services for its customers, the way that the organisation is structured can be complex to understand and navigate. Knowing which department does what and how or where to contact them shouldn't be something that our customers have to learn in order to receive the help that they need.

We have a committed staff team who are passionate about providing high quality services. Our Staff Survey results show that 89% of council staff care about how the organisation is perceived by citizens. However, only 23% feel that the council works as one big team working collaboratively for the good of our customers. To address this we have introduced a Customer Experience Ambassador role to systematically enable joint working and embed a 'One Council' approach across the organisation. A 'One Council' approach will create a way of working where customers experience a response which is similar in 'style' and consistently helpful, regardless of the service they approach.

Customer Experience Ambassadors

We have so far appointed 80 Customer Experience Ambassadors from a wide range of services across the organisation. We will work closely with these Ambassadors to further develop this strategy and the 'One Council' approach. The Ambassadors will then be responsible for embedding what has been developed within their teams, working closely with their head of service and the Customer Experience Steering Group representative from their service.

These are some examples of how a 'One Council' approach could improve customer experience.

- Customers only have to contact us once to have their service request resolved.
- Customers receive a consistently set standard of service from the council, regardless of their query.
- Customers receive a 'joined up' service as appropriate where teams communicate with each other to resolve customer queries, rather than the customer having to liaise with different departments for each element of their query to be resolved.
- Customers can expect council officers to have appropriate access to information that has been provided to other council departments to help resolve their query/verify their identity/assess their application e.g. Parking teams can check council tax records to prove residency.
- Customers can expect council officers to be able to accurately signpost them to other council services/public services/third sector partners to help resolve their query
- Ensure that customers receive consistent advice / information about the same issue.

What actions are we taking?

Improving our communication with customers

Communication

We will continue to improve and refine the ways that we communicate with residents and key stakeholders, enhancing understanding and awareness of how the council is delivering, progressing and achieving its services and its commitments to residents and the principles which underpin our decision making. By putting people at the heart of our communications and by actively listening and keeping the customer at the forefront of our minds when we are replying, we will enable a genuinely two way relationship based on trust.

Nudge Toolkit



A toolkit has been developed for use by services to make communication with residents more effective. Nudge (also known as behavioural insights) is a concept which promotes positive reinforcement and indirect suggestion as ways to influence the behaviour and decision making of groups or individuals. An example would be rearranging the layout of our Council Tax bills to make it easier to find the information about setting up a Direct Debit. Behavioural insight research has found that when we read letters, we tend to see the information in the top right hand corner first, so by promoting the benefits of paying by Direct Debit in that space, more people notice and read that information than when it was on the reverse-side of the bill.

Improving complaint response quality

We have begun regularly conducting quality assurance on our responses to formal complaints, to ensure they are meeting the agreed standards. This will improve the quality of responses that customers receive as well as reducing the number of complaints that are escalated to the next stage, which can be frustrating for customers, and costly for the organisation.

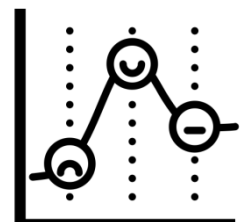
Training in Better Complaints Handling

The Local Government and Social Care Ombudsman LGSCO is the public body established to advise on best practice in Local Government and regulates the way that councils respond to complaints. A number of officers across the council have attended training delivered by the Ombudsman and facilitated by the Customer Feedback Team to improve their complaints investigation skills. This will result in improved quality of complaint responses to customers, as well as a reduction in the need for customers to escalate their complaints.

Understanding the needs and experiences of our customers

Customer journey mapping

Customer journey mapping is a method of getting a better understanding of what a customer's experience of interacting with an organisation is like. We are in the process of embedding the regular use of this methodology by front line service managers, to ensure we are continually checking how we could



improve the customer experience. The next step is to map what the ideal ‘journey’ looks like for each transaction and work towards matching the real experience of customers to these ideal states.

Executive Leadership Team weekly update

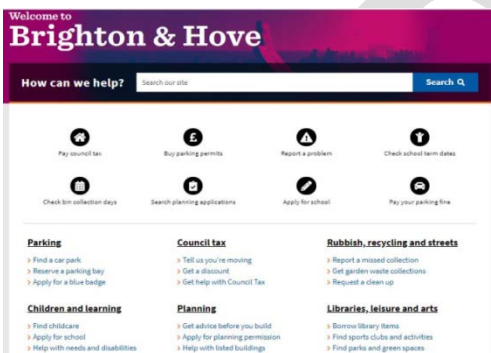
Each week the Executive Leadership Team (ELT) meet to discuss and manage the highest priority matters of the organisation. A new standing item has been introduced to that agenda, which focuses on issues affecting the customer, and allows for swift action and decision at a strategic level.

Coordinating significant changes which affect residents

We recognise that some changes or new initiatives can affect a large number of residents who will need to contact or transact with the council as a result, such as the introduction of a new parking zone or a change to the way refuse or recycling is collected. To ensure that the organisation is as prepared as possible to continue to provide a high level of customer service, in spite of increased contact, we have introduced a timetable which outlines all planned events and initiatives which will affect residents. This helps us identify where there are opportunities to coordinate activities, minimising the impact on residents and enabling services to manage the resulting demands.

Making services fit for the future

Website re-design



Work is ongoing to improve the council's website and the new style home page went live in October 2018. The new design is based on the principles established by the award winning Government Digital Service – ensuring that the site is easy for people to do the things they need to do. User experience techniques were used to make sure that we understand why customers visit the website and to arrive at a design which enables customers to transact with us easily.

Self-service days for Revenues & Benefits services

As customers increasingly expect to be able to transact with organisations digitally, the Revenues and Benefits service have changed the way that their services can be accessed, and introduced a range of online facilities and contact methods. They now offer customers support in accessing these services online in the Brighton Customer Service Centre on certain days of the week, so that in future, customers will know how to transact with the service at a time and in a place which suits them, rather than travelling to the city centre and queuing to hand in forms or documents. This initiative also promotes the need for customers to have experience of accessing benefits services digitally, as with the Department for Work and Pensions' (DWP) introduction of Universal Credit in Brighton & Hove all contact with the DWP must be online. Positive feedback has been received from customers who have been shown how send their documents by email, or to fill in an online application form, so the service continues to adapt and evolve its digital offer, informed by the

feedback received from customers. We are now exploring extending this approach to other departments that have developed a strong online service for customers, this may result in a review of our overall delivery model.

What will we do next?

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

Work with customers to identify what excellent service looks like to them

We want our customers to be satisfied with the way that the council delivers services, but need to be sure that we know what our customers value, and what excellent customer service means to them. Through consultation and engagement in a range of ways, we will seek views from a variety of customers who represent the diversity of our city.

Develop and promote digital by design communications and transactions

To deliver services in ways which are convenient for customers and to create capacity for the council to help those who need more intensive support or have more complex queries, we continue to invest in and promote the use of simple and intuitive online services so that customers can self-serve.

Some service areas have developed their technological capability to ensure their whole process is digital, eliminating any delay for customers in their account being updated. This functionality is currently live for new council tax accounts for those moving into the area. Work continues to extend this to those who move within Brighton & Hove and to investigate other customer-facing processes and systems that are of this kind and are suitable for integration into a single digital customer experience. We also continue to work towards the longer term goal of a simple, single sign on to all digital council services as well as a single 'golden' customer record instead of records spread across many council systems.

In order to make most efficient use of the investment in technology, it is vital that we understand our customer's needs as well as the detail of the transactions and interactions that they have with the council; it isn't always most effective or efficient to use digital channels of communication, and so we will look in detail at which interactions are suitable, and ensure that any digitisation of service is also supported by digital inclusion work, ensuring accessibility for all.

Technology to help departments work together

The council currently has many separate systems and databases used by different teams and services which contain information about the identity, accessibility needs and contact preferences of a customer and their related case history and transactions. One of the key areas of focus is to locate these disparate systems and match the identity of a customer across all systems to create a Customer and Property Index, so that:

- A customer only needs to 'tell us once' when their address or name details change
- A customer can make a Subject Access Request and request deletion of their information
- Internal BHCC teams can better manage the needs of a customer e.g. debt programmes, fraud prevention etc.
- Property information can be more accurately relied upon e.g. the empty property register

The lack of a single shared system is currently a barrier to embedding a truly 'One Council' approach and prevents real-time reporting that would provide BHCC with greater intelligence, to make data-led decisions. With further exploration of future business requirements, the Customer and Property Index project could allow for the automatic population of changes back into the source systems (subject to technical constraints), as well as enabling a single view of case work.

The benefits of effectively implementing this technology will be reduced effort for the customer, minimising the requirement for them to provide the same information to multiple departments. It will also assist with the detection of fraud by identifying mismatched data, such as discrepancies between council tax single person discounts, parking permits and housing applications. The single view of a customer is also being used to provide verification functionality, whereby customer-facing transactions 'lookup' into the Customer and Property Index to prove identity details. This is more efficient for the customer (e.g. not having to provide the council with a copy of a Council Tax statement) and reduces the overhead of third party credit reference agencies, where we are able to prove an identity using our own data.

The technology also has the potential to feed the up to date information into a single system. We will be exploring the benefits of this further, whilst being mindful of the organisational culture change that will be a significant factor in the successful implementation of such a system. Any such system will also help us explore a wider range of options for our future service delivery model, and could also provide a single point of data collection for all customer transactions and contact which would provide far more sophisticated intelligence than is currently available – allowing for greater analysis and flexible resource planning

Frequently Asked Questions (FAQs)

We analyse information that we collect to understand the reasons that customers contact the council, this analysis has identified that customers often email, phone or visit the council to get information which is readily available on our website, or from leaflets, letters and other publicity. This can be frustrating for customers who have taken the time to wait for a response, only to be given signposting information about how they can find the details that they need for themselves.

To make things more convenient for customers, and to increase the council's capacity to help those who need more intensive support, each of the key service areas will compile information sheets which give the answers to their area's most frequently asked questions:

- All council staff will be made aware of how to access FAQ for all council services
- FAQ will be prominently available on the website, so customers can get assistance with a range of basic queries, no matter which reception point or phone number they call
- FAQs will also include advice and/or signposting in circumstances where the council is unable to help.

Understanding customer preferences

We will be exploring the use of data, based on the postcodes of each service area's customers. This type of analysis can offer insights into, amongst other things, their preferred methods of communication.

Customer Service Centre changes



We have developed some inexpensive, yet important changes which should make it easier for customers to find and access the help they need at our Customer Service Centres. These changes include a clearer exterior, changing the reception area to make it more accessible, and making it easier for customers to understand where to go to get the help they need. These changes will also make the free digital access facilities easier for customers to locate and access, promoting our digital by design approach, maximising our investment in digital services and providing better

support for customers who may not have other ways of getting online.

We need to continue to examine and review the council's customer access points carefully balancing meeting customer needs, versus efficient use of council assets and resources.

How will we know that we are improving?

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

Listening to our customers

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

- Results from the City Tracker annual survey, which measures resident satisfaction levels, these can be benchmarked against national results, through the Local Government Association's Resident survey
- Service specific satisfaction surveys
- Service user evaluation forms, some services which have a more intensive or complex relationship with their customers such as youth services and the Integrated Team for Families, ask for detailed feedback at the end of each intervention or interaction.
- Using complaints information

Listening to our councillors

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

Listening to our staff

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

- Feedback from the Customer Experience Ambassador network
- Annual Internal customer satisfaction survey
- Annual staff survey

Making good use of our data

In the course of conducting our business, we gather a lot of data about our customer transactions and contact, in order to make best use of this data we will regularly measure and analyse metrics which relate to customer contact. These include:

- Volumes of complaints and compliments and analysis of themes and trends
- Phone, email and complaint response times - through the monthly dashboard
- Contact volumes by channel of communication – through the annual Customer insight report
- Customer journey mapping (both ideal states and current experiences)

Contact us

We welcome any comments, questions or other feedback about this strategy, please contact:-

Victoria.Paling@brighton-hove.gov.uk – Customer Insight Manager

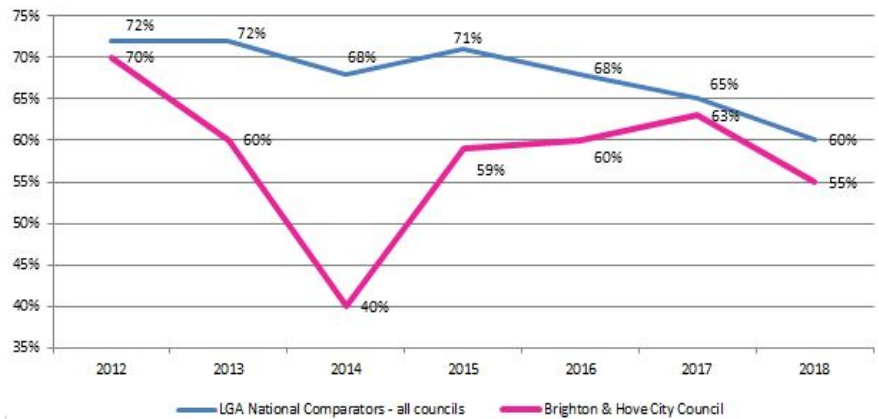
Brian.Foley@brighton-hove.gov.uk – Customer Experience Lead

Rima.Desai@brighton-hove.gov.uk – Head of Performance, Improvement and Programmes

Appendices

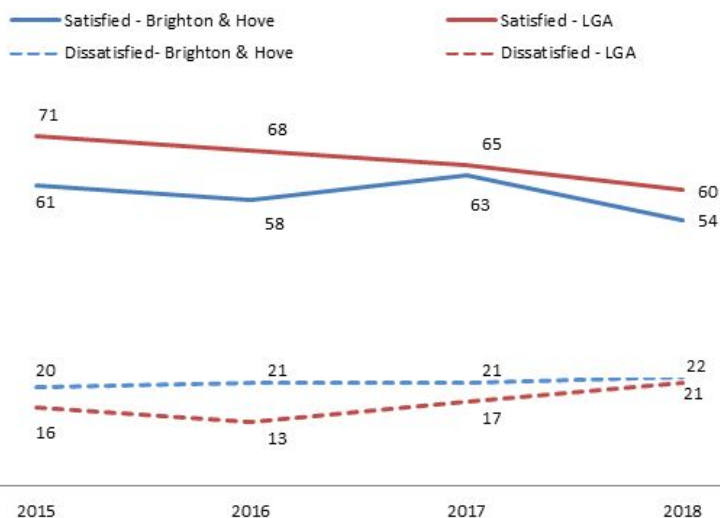
Current levels of satisfaction with council services

User satisfaction with the services provided by Brighton & Hove City Council (55%) has decreased from 63% previously. Nationally satisfaction with councils has also fallen, dropping from 65% to 60%. National comparator is the Local Government Association's Resident survey, carried out quarterly.



Satisfaction with Brighton & Hove City Council varies across age, ethnicity and location categories:

- The youngest age group (18-34s) report the highest level of *very satisfied* ratings (20%), significantly above the level reported by 35-54s (11%)
- The proportion reporting a *very satisfied* rating amongst BAME residents (29%) is higher than among white British residents (13%)
- Residents living in BN3 (58% *very/fairly satisfied*) and BN41 (65% *very/fairly satisfied*) have an overall higher level of satisfaction with the council than residents in BN2 (48% *very/fairly satisfied*)



This chart shows trend over time in dissatisfaction, as well as satisfaction with Brighton & Hove City Council, which has remained broadly static over the last three years, bucking the national trend of increasing dissatisfaction with local councils.

The levels of dissatisfaction with our council are now only one percentage point above the national average.

Demographics and Equal Opportunities

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

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

Understanding the protected characteristics of people living, working in and visiting the city helps us to be fair, accessible, and appropriate when we make policies, deliver services, and employ people. In addition, the council has an aim of 'Tackling Inequality'.

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

This strategy will support the development of a culture of responsive services that anticipate diverse customers' needs and respond respectfully and appropriately. Providing the right services, in the right way, at the right time to the right people will result in better, more efficient, more appropriate services for everyone.

The following information is taken from the last census which was in 2011. We know from surveys carried out in schools that the profile of people living in the city is changing but these are the most up to date figures we have.

- The ratio of women to men is almost exactly equal and is very similar at every age group.
- There are 286,000 adult residents living in 120,000 households.
- We have a high proportion of residents in the age range 20-30, a further peak in the range 40 to 50 and a slight increase in people aged 65.
- Around 37,000 (13%) of residents are lesbian, gay or bisexual.
- An estimated 3,000 adults are transsexual.
- At the time of the census 55,000 people were from BME background.

More recent data from Health research tells that

- 45,000 people(16%) have a health problem or disability that affects their day to day activities and 25,000 (9%) residents provide unpaid care for a family member of friend
- 26,500 (1 in 10) people have depression and 1 in 100 have severe mental illness
- More than 3,000 people have visual impairment
- More than 20,000 have a hearing problem
- There are an estimated 11,750 ex-service personnel in the city

How do our customers contact us?

We receive more than 60,000 phone calls, 25,000 emails, 18,000 pieces of post, 13,000 visits and 18,000 online forms to public contact points each year.

Responses to customer feedback

72%
67%

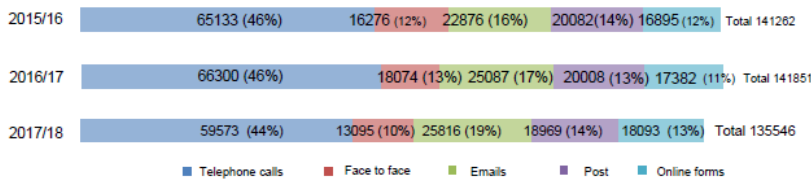
The number of complaints responded to within 10 working days continues to improve, going to 72% from 67% since 2016/17, and from 66% in 2015/16, but is still below the target of 80%.

Complaints escalated from Stage 1 to Stage 2

2016/17 12.3%
2017/18 10.4%

Area with most significant increase since 2016/17: Parking
Area with most significant decrease: Housing Repairs

Customer contact volumes for transactional services by channel



The overall volume of customer contact has reduced by 5% since 2016/17

Phone
REDUCED BY
13%

Overall, incoming calls to the organisation have reduced by 13% since 2016/17, with particular decreases seen in Housing Management (42%), Development Management (40%), and Electoral Services (68%).

In addition to this, calls to a switchboard operator have reduced by 33% (from 11,135 to 7,493) with more callers using the automated options available rather than choosing to be put through by an operator.

Between Aug 17 and Mar 18, we have kept our promise of having an average call waiting time of 10 minutes or less. The services struggling to achieve this in particular months were Council Tax, City Environmental Management, Housing Needs and Parking.

Face to Face contact

There has been a 30% reduction in footfall to service reception points overall since 2016/17.

30% fewer



Online forms

Overall submissions of online forms have increased by 4% since 2016/17.

Notable increases since 2016/17 have been seen within the Benefits service (52%) and Parking services (39%)

Services who have seen significant decreases in online form submissions include Registrars (62%) and the Environment Contact Centre (60%) though due to a change in the software for online forms, there may be discrepancies in the combined data.



Website

Overall visitor numbers to the council website have increased by 10% since last year, at 4,914,296 sessions.

Emails

Overall, there has been a less than 1% increase in unstructured emails since 2016/17.



Post

Incoming post volumes continue to reduce with a 5% decrease overall since 2016/17. Significant decreases have been seen in Parking Services (55%) and Housing Management (32%).



We publish an [annual report](#) which summarises and tracks this contact, monitoring the return on investment in digital services and the trend for fewer customers contacting the council in the traditional (often slower, less flexible and more expensive) methods of contact, such as postal and face to face communication. This data points towards the trend for increased contact through digital channels, and decreased contact through more traditional means such as post, personal visits or telephones.

Subject:	Brighton & Hove 2030 Vision: Update Report	
Date of Meeting:		
Report of:	Executive Lead for Strategy, Governance & Law (Monitoring Officer)	
Contact Officer:	Simon Newell, Giles Rossington	Tel: 01273 291128, Tel: 01273 295514
	simon.newell@brighton-hove.gov.uk, giles.rossington@brighton-hove.gov.uk	
Ward(s) affected:	(All Wards);	

FOR GENERAL RELEASE

NOTE: The report was inadvertently included with the agenda for the meeting on the 21st March and has been withdrawn as it is due to come to committee for consideration in July.

Note: The report was inadvertently included in the agenda papers and has been withdrawn as it is not due come to committee until July.

Report of the Executive Lead Strategy Governance & Law (copy attached)

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Subject:	Unpaid Trial Shifts		
Date of Meeting:	21 March 2019		
Report of:	Executive Director, Economy, Environment & Culture		
Contact Officer:	Name:	Sophie Moss	Tel: 01273 291104
	Email:	sophie.moss@brighton-hove.gov.uk	
Ward(s) affected:	(All Wards);		

1. PURPOSE OF REPORT AND POLICY CONTEXT

- 1.1 The purpose of the report is to update Members on the actions in response to the Notice of Motion at Full Council on 19th July 2019 concerning unpaid trial shifts. Unpaid trials shifts are the practice of businesses offering trial shifts as a way of vetting the suitability of candidates for a job, but not paying them for that shift. There is evidence of a number of employers (mainly but not exclusively in the hospitality sector) who actively seek to fill shifts with people on an unpaid trial, some of these have no intention of giving them a job, and some even hold unpaid work trials over a number of shifts.
- 1.2 The report seeks to agree the proposed actions towards ending the practice of unpaid trial shifts, based on ideas from a workshop held with affected groups.

2. RECOMMENDATIONS:

- 2.1 That the Committee agrees the draft unpaid trial shift policy statement in paragraph 3.3 of this report.
- 2.2 That the Committee agrees to support the campaign and the proposed actions set out in paragraph 3.9 and Appendix One of this report.
- 2.3 That the Committee agrees with the proposal for a further fact finding consultation across private, public and voluntary sector organisations as set out in Appendix One.

3. CONTEXT/ BACKGROUND INFORMATION

- 3.1 Full Council met on 19th July 2018 and a Notice of Motion was passed:

(1) To request that the Chief Executive asks officers to work in collaboration with the Brighton & Hove Economic Partnership, Brighton & Hove Chamber of Commerce, Tourism Alliance, local traders associations, trade unions and organisations representing young people, to gain information and understanding of the scale and nature of unpaid trial shifts in the City of Brighton and Hove and bring a report to an appropriate meeting of the Policy,

Resources & Growth Committee outlining options to end the practice in the city. The report should include a proposal for a wide consultation across all private, public and voluntary sector organisations.

(2) To ask the Chief Executive to write to the Secretary of State for Business, Energy and Industrial Strategy, requesting that the Government seek to end the practice of unpaid trial shifts.

3.2 The Chief Executive wrote to the Rt. Hon. Kelly Tolhurst MP, the Parliamentary Under-Secretary in the Department for Business, Energy and Industrial Strategy, with the request to end unpaid trial shifts on 20th September 2019.

3.3 Aligned with the Notice of Motion unanimously agreed by the council it is proposed that the following Policy Statement is adopted:

As a Local Authority, Brighton & Hove City Council believes people should be paid when asked to undertake training or trial shifts prior to being considered for work, and this is consistent with our support of the Brighton and Hove Living Wage campaign. The Council believe that where this practice leads to profit it is unfair and is committed to working with businesses and partners to end this practice.

Planning Workshop

3.4 In response to the Notice of Motion, officers were asked to work with businesses, trade associations and campaigners and organise a planning workshop to discuss the methods of a consultation and actions to end unpaid trial shifts. The workshop took place on 25th January 2019 and was well attended with people coming from Brighton & Hove Economic Partnership; Tourism Alliance; Brighton Chamber of Commerce; local traders; youth campaigners for the Say No To Unpaid Trial Shifts campaign; student union representative and the Student Rooms.

3.5 The workshop heard from two local businesses, Bagelman and Real Patisserie, about the reasons why they don't use unpaid trial shifts as part of their recruitment process, and from young people who have themselves experienced unpaid trials shifts as part of the difficult process of finding employment when young and inexperienced.

3.6 The workshop agreed that what we mean by unpaid trial shifts needs to be defined. The general view at the meeting was that a clearer definition of unpaid trial shifts is: "*Where an employer fails to pay for work which either makes money from a prospective employee or saves money for the employer.*" So, for example, a café manager asking someone to prepare a coffee while they supervise them is not an unpaid trial shift as the manager is directly involved in overseeing the process and the business has saved nothing, but a bar owner asking a prospective employee to work for an hour behind the bar is exploiting free labour. The workshop was also clear that *paid* trial shifts are not a problem, where a person is getting paid for their labour.

3.7 Whilst unpaid trial shifts are perceived to mainly affect the young, it should not be regarded as only affecting them. It should not also be regarded as a problem in one particular sector or with one type of employer.

- 3.8 The workshop attendees looked at a number of options and made recommendations for actions, details of which are *contained* within Appendix One of this report.
- 3.9 Partners agreed that there were a number of actions needed to end the practice including;
- A campaign to raise awareness aimed at business and applicants
 - Provide support that outlines guidance around the law and recruitment practices to businesses and employment rights to applicants, and how to report bad practice to HMRC via nounpaid.com website
 - Using businesses who do not use unpaid trial shifts as positive case studies
 - Making a strong economic argument to business that paying for trial shifts is part of a recruitment strategy that keeps staff turnover low as it saves on recruitment and training costs in the long run and creates a working culture of trust, honesty and good communication
- 3.10 As requested by the Notice of Motion, the workshop also considered the best ways in which to consult with a wider audience including business and young people to gather data and evidence that will help to open a dialogue with HMRC for more direct intervention. These ideas are also set out in Appendix One.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 The purpose of the planning workshop was to look at the various options ending this practice. It was determined that a positive campaign that works with businesses and celebrates good practice would be the more workable and viable option.

5. COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 The consultation and planning workshop brought together stakeholders and partners from the private, public and third sectors, Unions and young people. A wider consultation was agreed as the appropriate outcome to gain a better understanding of the scale and extent of the problem.
- 5.2 The report in Appendix One details the workshops recommendations and produces a number of actions to enable a wider consultation and raise awareness of the practice.

6. CONCLUSION

- 6.1 The planning workshop tasked with looking into ways to end the practice of unpaid trial shifts heard a number of compelling arguments for why the practice is unethical, poor business practice and bad for the city's economy. For this reason it is proposed that the council adopts the policy position that makes clear its objection to unpaid trial shifts, and to work with the community to implement the measures in this report (and appendix) to try and effect change to end the practice. It is hoped that the work on unpaid trial shifts will be as successful and gain as much traction in the city as the Brighton & Hove Living Wage Campaign.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 The cost of officer time associated to drafting the unpaid trial shift policy statement has been met from existing resources. Further costs associated to supporting the campaign and consultation will largely be officer time and other minor facilitation costs which are expected to be funded from existing resources within the City Development and Regeneration service.

Finance Officer Consulted: Steven Bedford

Date: 08/03/19

Legal Implications:

The Council has a 'general power of competence) pursuant to section 1(1) of the Localism Act 2011 which allow it to take the steps outlined in this report.

The consultation exercise is not a consultation on a particular proposal but is a data gathering exercise.

The legal framework which applies to unpaid trial shifts is set out in Appendix 1.

Lawyer Consulted:

Alice Rowland

Date: 1/03/2019

Equalities Implications

- 7.2 Unpaid trial shifts have an impact on equalities within the city. Low paid employment within the city against high rents already creates a tension that can lead to in work poverty. Ending the practice of unpaid trial shifts will help to reduce these pressures.

Sustainability Implications:

- 7.3 Unpaid trial shifts affect some of the most vulnerable residents in the city and contributes to the number of people in precarious employment. Ending unpaid trial shifts in the city will contribute to residents experiencing positive sustainable employment.

SUPPORTING DOCUMENTATION

Appendices:

1. Summary note on the Outcomes from the Unpaid Trial Shifts Workshop

Outcomes from the Unpaid Trial Shifts Workshop

Introduction

The Notice of Motion passed at Full Council on 19th July 2018 agreed that the city council would look at how it could end the practice of unpaid trial shifts. It requested that information should be gathered to help understand the scale and nature of unpaid trial shifts through a wide data gathering consultation.

A planning workshop was held on 25th January 2019. The workshop was attended by people invited from the private, public, third sector and young people from various organisations.

The workshop heard a brief overview of the city's economy, and why it is particularly impacted by unpaid trial shifts, and it heard from local businesses, the Bagelman and Real Patisserie about why unpaid trial shifts make poor business practice for them as a good recruitment practice encourages staff to have a positive impression of the organisation. The workshop also heard from young people who have been affected by unpaid trial shifts and who have been moved to set up their own campaign 'No To Unpaid Trial Shifts' to combat the practice. The young people explained that they have set up a website and done some initial data and information gathering about the practice.

The workshop the broke into four groups to discuss:

- 1) the methods of a consultation;
- 2) who to consult with;
- 3) how to get businesses to commit to ending the practice, and
- 4) how to ensure the precarious workforce is protected.

Background

The most relevant legislation linked to unpaid work trials is the National Minimum Wage Act 1998. It states that any person, who performs work for a business or organisation of any sort, is entitled to at least the minimum wage. However, it does allow for exceptions when it comes to an individual who is involved in a scheme for the 'seeking or obtaining of work' or that is 'designed to provide training, work experience or temporary work.'

HMRC states that it is for HMRC enforcement officers/tribunals to decide whether the minimum wage should be paid in any particular case. There are currently no definitive rules or tests, however it must be considered as to whether a work trial is genuinely for recruitment purposes; whether the trial length exceeds the time that the employer would reasonably need to test the individuals ability to carry out the job offered; the extent to which the individual is observed while carrying out the tasks; the nature of the tasks carried out by the individual and how closely these relate to the job offered; whether the tasks carried out have a value to the employer beyond testing the individual; whether trial periods are important (aside from recruiting) to the way the employer runs its business. (National minimum wage and national living wage: Calculating the minimum wage. Department for Business Energy and Industrial Strategy)

The general view at the meeting was that the HMRC definition still leaves room for doubt and that a clearer definition of unpaid trial shifts is:

“Where an employer fails to pay for work which either makes money from a prospective employee or saves money for the employer.”

The practice of Unpaid Trial Shifts occurs in organisations across a range of sectors but is most prevalent in the hospitality and retail sector. Businesses in this sector can be broken into three sizes and the practice of unpaid trial shifts occurs in all three sizes:

- Independents; whilst some organisations deliberately run unpaid trial shifts, the practice can often be attributed to ignorance of the law.
- Brighton and Hove or Sussex chains
- National Chains; some of these businesses have HR procedures in place attempting to legitimise the practice.

Workshop recommendations

‘Say No To Unpaid Trial Shifts,’ a Brighton and Hove-based grassroots organisation aiming to end the unfair and unnecessary practice of unpaid trial shifts, has done some preliminary consultation work. A survey with over 200 responses has recently been carried out with 18+ year olds. Aimed mainly at those who may have been affected by this practice; the response showed that the majority of people strongly disagreed with the practice. The next step is to make the consultation wider and make it more inclusive of businesses which will also help to raise awareness. A number of recommendations and actions came out of the workshop, many of which should be guided by a working group that the city council will facilitate and enable. The working group will be made up of many of the people who were at the workshop.

Recommendation 1: Data Gathering Consultation

The workshop agreed that further data gathering is required to see the scale of the practice across the city. This will be done through a consultation process consisting of:

- Two questionnaires of 10 questions to be aimed at applicants and businesses. Working with the Student Room and Brighton Chamber of Commerce a large scale survey of over 1,000 participants will be conducted to reach more employers and applicants
- Focus groups will be organised with both businesses and applicants to drill further into issues and resolutions
- Case studies will be used to show experiences from businesses and young people

It is felt that this will help with a better understanding of the impact of unpaid trial shifts on gender, age and race. Collating more data, on a large enough scale, will enable the Council to approach HMRC for further discussions around ending this practice.

Consultation Next Steps:

- The working group will look at the design and delivery of the consultation.

Recommendation 2: Working With Businesses

Information supporting businesses and applicants should be provided through the Council webpages linking to nounpaid.com website. For example

- Preparing guidance for businesses and applicants about the law around the use of unpaid trial shifts
- Preparing information for businesses on how to set out a recruitment policy so that applicants know what to expect
- Preparing information regarding paying for trial shifts without having to put applicants on the payroll and managing tax implications
- Case studies and testimonials of experiences of unpaid trial shifts and the positives of not practicing linked to a strong economic argument for ending the practice
- Businesses will be encouraged to endorse the campaign through window stickers and written statements on their websites.

Working with Businesses Next Steps:

- The working group will collate this information and nounpaid.com website will post it
- The city council will prepare its own web page and link to nounpaid.com and HMRC
- Explore options for an employment lawyer to draft a simple unpaid trial shift policy that businesses can adopt: The working group will approach lawyers to carry out this work, ideally on a *pro bono* basis.

Recommendation 3: Work With Job Applicants

It was agreed that we should develop a campaign to raise awareness amongst job applicants so that they know their legal rights. This could include:

- Signposting to information explaining the applicant's rights, including going to nounpaid.com
- How to report businesses who may be breaching minimum wage legislation with a link to HMRC
- Encourage those who have been exploited to report their experience to HMRC via the website
- Identify places where information can be promoted, e.g. schools, colleges, and public spaces.

Work With Job Applicants Next Steps

- The working group will collate this information and nounpaid.com website will post it
- The city council will create a page on its website about unpaid trial shifts that will also include the relevant information about the rights of applicants and will also include a link through to the HMRC website so people can report exploitative practices.

Recommendation 4: Other actions

- The Council can explore using the social value role in its procurement power through contracting, so that firms who practice unpaid trial shifts are deemed ineligible for council contracts. Officers will consult with Legal Services regarding the legality of this proposal
- Working collaboratively with other councils such as Reading Borough Council to enable the sharing of best practice and links to the nationwide campaign. Contact with Reading Council has been made, further communication will continue.

Conclusion

It was agreed by the workshop that the overall message of the campaign to employers should be positive, emphasising the benefits of not practicing unpaid trial shifts. Experience from the Living Wage campaign suggests that this approach is more successful with business than naming and shaming.

The following policy statement has been drafted for consideration:

As a Local Authority, Brighton & Hove City Council believes people should be paid when asked to undertake training or trial shifts prior to being considered for work, and this is consistent with our support of the Brighton and Hove Living Wage campaign. The Council believe that where this practice leads to profit it is unfair and is committed to working with businesses and partners to end this practice.

It is proposed that the Council adopts this policy as an overarching vision and strategy to underpin the work set out above and the specific actions to end the practice of unpaid trial shifts. The Council will facilitate and enable the working group.

Subject:	The Local Digital Declaration		
Date of Meeting:	Policy Resources and Growth Committee 23 March 2019		
Report of:	Executive Director Neighbourhoods, Communities and Housing Executive Director Finance and Resources		
Contact Officer:	Name:	Larissa Reed	Tel: 29-4286
	Email:	Larissa.reed@brighton-hove.gov.uk	
Ward(s) affected:	All		

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

- 1.1 This report sets out the rationale for seeking approval from Committee to sign up to the *Local Digital Declaration*. This was produced in July 2018 by the Ministry of Housing, Communities and Local Government (MHCLG). It contains five principles and thirteen commitments that support the aim of ensuring that public services are both citizen-focused and digital where appropriate.

2. RECOMMENDATIONS:

- 2.1 That Committee approves Brighton and Hove City Council signing up to the Digital Declaration.

3. CONTEXT/ BACKGROUND INFORMATION

- 3.1 A fund of £7.5m has been set aside by the MHCLG for local authorities to bid for to develop digital ways of working, citizen engagement and skills development. In addition to encouraging collaboration and buy-in to common standards they are asking public sector organizations across the UK to sign up to the Digital Declaration which many have already done. A number of councils including Doncaster, Barnsley, and Birmingham were among the co-publishers of the Declaration document (see Appendix 1).
- 3.2 We have been working as through the Digital First program to build customer focused digital solutions. This has been successful, however we have realised that there are differing levels of digital understanding within services and we

have not insisted on a consistent approach which has led to differing user experiences.

- 3.3 In addition, the council's inclusion as an Orbis founding member has facilitated the stabilisation of the IT & Digital service after a concerted period of under-delivery, and there are now much more stable foundations in place on which to build. The position will strengthen still further as the implementation of modern social care and housing systems replace those that have been in place well beyond the point where they support modern service delivery.
- 3.4 If Brighton & Hove signs up to the Declaration, it would affirm the council's ambition for local public services in the internet age, and our commitments to realising it. The Declaration commits us to working on a new scale to:
- design services that best meet the needs of citizens;
 - challenge the technology market to offer the flexible tools and services we need;
 - protect citizens' privacy and security;
 - deliver better value for money.
- 3.5 If Brighton and Hove council signed up to the digital declaration we would be agreeing to the following 5 principles:
- Going even further than we have with Digital First to redesign our services around the needs of the people using them. This means continuing to prioritise residents and user needs above professional, organisational and technological silos;
 - 'Fixing our plumbing' to break our dependence on inflexible and expensive technology that doesn't join up effectively. This means insisting on modular building blocks for the IT we rely on, and open standards to give a common structure to the data we create;
 - Designing safe, secure and useful ways of sharing information to build trust among our partners and residents, to better support the most vulnerable members of our communities, and to target our resources more effectively;
 - Demonstrating digital leadership, creating the conditions for genuine organisational transformation to happen, and challenging all those we work with to embrace this local Digital Declaration.
 - Embedding an open culture that values, incentivises and expects digital ways of working from every member of our workforce. This means working in the open wherever we can, sharing our plans and experience, working collaboratively with other organisations, and reusing good practice.
- 3.6 If we sign the digital declaration, there would be a requirement from our leaders, service managers and politicians to:

- Make sure that digital expertise is central to our decision-making This will ensure that we are using our collective purchasing power to stimulate a speedy move towards change;
- Have visible, accessible leaders throughout the organisation (publishing blogs, tweeting and actively participating in communities of practice), and support those who champion this Declaration to try new things and work in the open;
- Support our workforce to share ideas and engage in communities of practice by providing the space and time for this to happen;
- Publish our plans and lessons learnt (for example on blogs, Localgov Digital slack; at sector meetups), and talk publicly about things that have could have gone better (like the GOV.UK incident reports blog)
- Try new things, from new digital tools to experiments in collaboration with other organisations;
- Build on the work we have developed as part of the People Promise to Champion the continuous improvement of cyber security practice to support the security, resilience and integrity of our digital services and systems.

3.7 Signing the Local Digital Declaration would mean collaboration between services, and our customer transformation, IT&D and digital teams to:

- Research how to reuse existing user research, service design, common components and data and technology standards before starting to design or procure something new;
- Build capacity in service-design, so that each service we transform is informally tested by our peers against our national service standards where appropriate;
- Where appropriate every new IT solution procured must operate according to the technology code of practice, putting us in control of our service data, using open standards where they exist and contributing to their creation where they don't;
- Share knowledge about digital projects where there is an opportunity for potential reuse or collaboration with others;
- Work together to establish the trust frameworks we need to safely analyse and share personal data. This will allow us to better serve our customers and reduce the need to ask customers for the same information multiple times; This is in addition to the structured approach we have taken with GDPR which focuses on what we can do with data as well as GDPR compliance
- Work together to create common solutions that allow us to check people's eligibility for services with central government and others in real time with their consent;

- Take inspiration and ideas from a wide range of sources and participate individually in communities of practice and interest outside the organisation.

4 ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 There is no requirement for the council to sign up to the Local Digital Declaration, however, by signing up, there will be significant benefits for customers and benefits to the support we are able to access to achieve our digital aims

5 COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 There has been no formal consultation, however we have spoken with councils who have signed the declaration and have received benefit from doing so in the form of a consistent framework for digital and support from experts through the declaration. From the work we have undertaken with the customers we know there is a desire for intuitive, effective digital services

6. CONCLUSION

- 6.1 The digital revolution brings about an unprecedented access to information for better decision making and the capabilities to engage and collaborate with stakeholders across traditional internal and external boundaries.
- 6.2 It is expected that most public sector organisations will sign up to the Digital Declaration as a charter for modernising their organisation.
- 6.3 The transparency of this commitment sends a strong message to staff, members, partners and customers.

The aim will be to embed digitally enabled working and practices into 'business as usual'.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 A separate report to today's Committee sets out detailed propositions on how the capital budget approved for IT & Digital will be utilised. As such, work to embed the principles of the Declaration will be contained within this budget envelope.

- 7.2 Any further propositions will require further business cases, and will either have to be funded from within existing service budgets, or will need to show a positive pay back against investment.

Finance Officer Consulted: Monica Brooks

Date: 18-02-19

Legal Implications:

There are no legal implications arising from the Council signing up to the commitments included in the Local Digital Declaration. Under the Council's scheme of delegations, any specific projects would need to be authorised and legal and financial implications considered at that stage.

Lawyer Consulted: Elizabeth Culbert

Date: 18.2.19

Equalities Implications:

- 7.1 The council already seeks to support residents by providing personal training on a 'drop in' basis at Bart's House (from Revenues & Benefits officers) and in our libraries (staff are trained to show how to access those services that are digitally enabled). We understand that we have 10-15% of residents who are not able to use digital channels, however this work is in addition to our current customer service work.

The Local Digital Declaration

A common aspiration for the future of
local public services

July 2018

Introduction

This declaration affirms our collective ambition for local public services in the internet age, and our commitments to realising it. It commits us working on a new scale to:

- design services that best meet the needs of citizens
- challenge the technology market to offer the flexible tools and services we need
- protect citizens' privacy and security
- deliver better value for money

This joint endeavour was initiated by the UK Ministry for Housing, Communities and Local Government (MHCLG), the Government Digital Service (GDS), and a collection of local authorities and sector bodies from across the UK. We invite all local authorities and the organisations we collaborate with to join us by signing the Declaration and committing to deliver a first action from which we can all benefit.

The opportunity

Never before has it been possible to collaborate so effectively, to deliver services across so many boundaries, to interrogate our data so insightfully, to realise such great efficiencies, and to reshape public services for the benefit of all while retaining local sovereignty.

Great work has already been done to transform our services using digital tools and technology. But we have an opportunity to do more.

Our ambition

We want to co-create the conditions for the next generation of local public services, where technology is an enabler rather than a barrier to service improvements, and services are a delight for citizens and officials to use. We know that one size doesn't fit all, but by developing common building blocks local authorities will be able to build services more quickly, flexibly and effectively. Only in this more open and flexible market will we unlock our full potential for innovation.

Our ambition requires both a culture shift and a technology shift, and we've agreed 5 principles to help us do it:

1. We will go even further to redesign our services around the needs of the people using them. This means continuing to prioritise citizen and user needs above professional, organisational and technological silos.
2. We will 'fix our plumbing' to break our dependence on inflexible and expensive technology that doesn't join up effectively. This means insisting on modular building blocks for the IT we rely on, and open standards to give a common structure to the data we create.

3. We will design safe, secure and useful ways of sharing information to build trust among our partners and citizens, to better support the most vulnerable members of our communities, and to target our resources more effectively.
4. We will demonstrate digital leadership, creating the conditions for genuine organisational transformation to happen, and challenging all those we work with to embrace this Local Digital Declaration.
5. We will embed an open culture that values, incentivises and expects digital ways of working from every member of our workforce. This means working in the open wherever we can, sharing our plans and experience, working collaboratively with other organisations, and reusing good practice.

Our commitments

MHCLG will establish a delivery team to support all Declaration co-signatories in realising this ambition. It will play a leadership role within central government, advocating for the approach set out in this declaration. It will work with councils as equal partners to create the tools and conditions for reform, delivering common technical patterns and routes to procurement for core services. And, as part of a collective effort alongside local government networks, it will help local authorities find out about priority projects that support this mission and support the continued growth of the local digital community.

In addition, each co-signatory will commit to the following activities:

Our leaders, service managers, board members and politicians will:

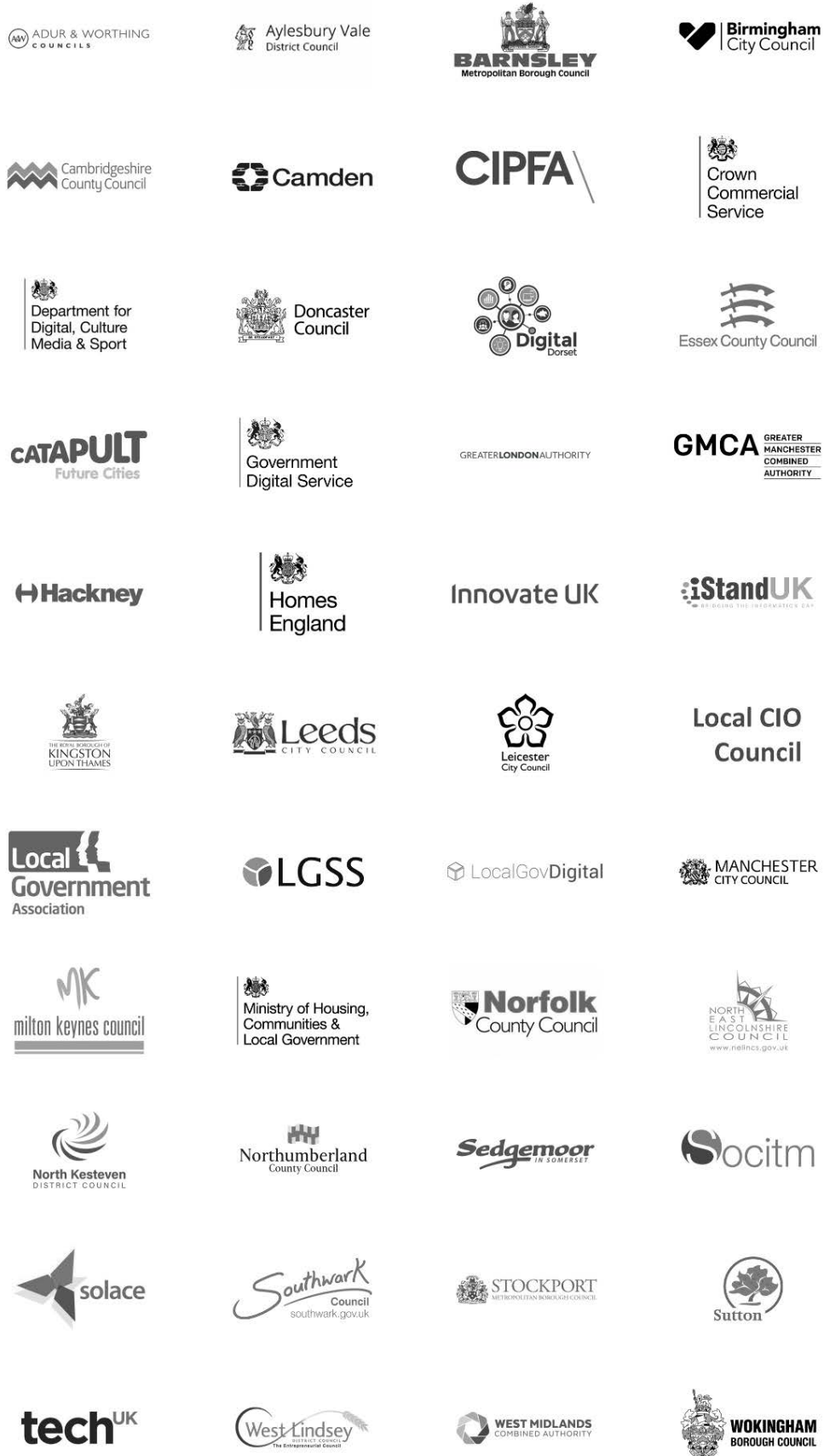
- A. Make sure that digital expertise is central to our decision-making and that all technology decisions are approved by the appropriate person or committee. This will ensure that we are using our collective purchasing power to stimulate a speedy move towards change.
- B. Have visible, accessible leaders throughout the organisation (publishing blogs, tweeting and actively participating in communities of practice), and support those who champion this Declaration to try new things and work in the open.
- C. Support our workforce to share ideas and engage in communities of practice by providing the space and time for this to happen.
- D. Publish our plans and lessons learnt (for example on blogs, [Localgov Digital slack](#); at sector meetups), and talk publicly about things that have could have gone better (like the [GOV.UK incident reports blog](#)).
- E. Try new things, from new digital tools to experiments in collaboration with other organisations.

- F. Champion the continuous improvement of cyber security practice to support the security, resilience and integrity of our digital services and systems.

Our transformation, information technology and digital teams will:

- G. Research how to reuse existing user research, service design, common components, and data and technology standards before starting to design or procure something new.
- H. Build capacity in service-design, so that each service we transform is informally tested by our peers against our national [service standard](#) where appropriate (GDS will be publishing a local-friendly iteration).
- I. Where appropriate every new IT solution procured must operate according to the [technology code of practice](#), putting us in control of our service data, using open standards where they exist and contributing to their creation where they don't.
- J. Share knowledge about digital projects where there is an opportunity for potential reuse or collaboration with others.
- K. Work together to establish the trust frameworks we need to safely analyse and share personal data. This will allow us to better serve our shared customers and reduce the need to ask citizens for the same information multiple times.
- L. Work together to create common solutions that allow us to check people's eligibility for services with central government and others in real time with their consent.
- M. Take inspiration and ideas from a wide range of sources, and participate individually in communities of practice and interest outside the organisation (for example, [LocalGovCamp](#), [OneTeamGov](#), and related networks and events).

Co-publishers



Subject:	Microsoft Enterprise Subscription Agreement Renewals		
Date of Meeting:	21st March 2019		
Report of:	Executive Director for Finance & Resources		
Contact Officer:			
	Name:	Dan Snowdon	01273 291218
	Email:	Dan.Snowdon@brighton-hove.gov.uk	
Ward(s) affected:	(All Wards);		

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

- 1.1 Currently Brighton & Hove City Council uses Microsoft software licence agreements to provide Council employees with access to software productivity packages such as Word, Excel, Email, Calendar and Skype. The licencing also covers IT infrastructure elements used in the delivery of business applications to the organisation.
- 1.2 The current Microsoft software licence agreements have a term of three years which will expire in June 2019. There is an option to extend the reseller contract for up to 2 years, but this would not cover the third year of the new agreements so we are not utilising the extension. .
- 1.3 This report sets out recommendations arising from work carried out by officers on the options for the future provision of Microsoft software licence agreements and outlines the competitive procurement process which has been carried out in order to select a reseller to provide the Microsoft software licence agreements.
- 1.4 A procurement process on behalf of all Orbis partners has been carried out to identify a software reseller for the provision of new Microsoft software licence agreements. Officers are now seeking approval to award a contract to the preferred bidder (Phoenix Software Limited).
- 1.5 The value of the new contract, based on the tendered prices, will be £2.7m over the three year term.

2. RECOMMENDATIONS

That Policy, Resources & Growth Committee:

- 2.1 Approves the award of a reseller contract for the provision of Microsoft software licence agreements to Phoenix Software Limited with a term of three years.
- 2.2 Approves the award of software licence agreements to Microsoft, each with a term of three years for the following products and services under Microsoft's Educational and Enterprise Licensing subscriptions:
 - (i) The Windows operating system (Windows 7, Windows 10);
 - (ii) Microsoft Office (Word, Excel, PowerPoint, Visio & Project);
 - (iii) Office 365;
 - (iv) The Microsoft Active Directory identity management service that securely manages user accounts;
 - (v) The Microsoft Active Directory access control service that ensures users are only allowed to access to their work;
 - (vi) The Microsoft SQL database service that stores the data for applications, including the Electoral Register (Xpress), Clients of Concern Register (CCR) and various document management systems (IDOX, Workforce 360);
 - (vii) The Microsoft Intune service that is used to secure and manage the corporate iPhone devices issued to BHCC councillors and staff.
 - (viii) The Microsoft Direct Access service that allows user laptops to connect to the office from home.

3. CONTEXT/ BACKGROUND INFORMATION

- 3.1 To deliver responsive public services to residents, the Council needs to provide easy to use, modern and efficient digital technology tools to its staff. The Council has chosen to adopt a Microsoft-based software approach, in line with many other local authorities and our Orbis partners.
- 3.2 The new Microsoft software licence agreements will replace the current three year agreements, which expire in June 2019 and ensure that the most appropriate, cost effective, flexible and compliant licensing solution is

implemented to meet the current and future needs of the organisation. The process is outlined at Appendix 1.

3.3 The new agreement will provide the licence coverage for the Microsoft suite of services. This includes:

- The Windows Operating System;
- Microsoft Office including Outlook, Word, SharePoint, Excel and PowerPoint;
- User access licenses.

The functionality provided by this agreement is critical for the Council to carry out its functions.

3.4 Brighton & Hove City Council entered into three-year software licencing agreements with Microsoft via software reseller Phoenix Software Limited in 2016. The contract is with a reseller because Microsoft only provide their products through licensed resellers, and do not deal directly with customers. The current contract with Phoenix fixed the pricing for the licences across the three year initial term, avoiding year on year Microsoft price increases. The two year extension price is not fixed and would need to be renegotiated.

3.5 During this time, Microsoft pricing for the UK Public Sector increased significantly due to currency exchange rates and a drop in the value of £sterling, with Microsoft harmonising pricing across six different currencies. The most recent of these Microsoft increases came into effect on the 1st October 2018.

3.6 If the Council enters into new Microsoft software licensing agreements by the end of March 2019, three months earlier than the expiry of the current agreements, the Council will benefit from the pre-October 2018 Microsoft pricing.

3.7 This action will avoid additional spend of £35,000 per annum, £105,000 over the three year period of the new agreements.

3.8 Even when taking advantage of the pre-October 2018 pricing the cost of the new Microsoft software licence agreements will still equate to a 42% increase when compared with the cost of the current licence agreements.

	Current Contract	Renewal Quote	Tendered Price
Annual Cost	£0.644m	£0.944m	£0.907m
Total (3 years)	£1.932m	£2.832m	£2.721m

3.9 In parallel to running a mini-competition under the Microsoft lot of the Kent County Council framework to identify the preferred software reseller, Orbis Procurement have initiated a piece of work challenging Microsoft on the price

increases and are pushing for the Public Sector to be treated in a similar way to educational institutes and the third sector, whose licences cost a third of the price. The public sector standard price is negotiated on behalf of authorities by the Crown Commercial Service (CCS).

3.10 The group challenging and negotiating with Microsoft includes a Crown representative, Crown Commercial Services (CCS), the Local Government Association (LGA) and the Society of Information Technology Managers (SOCITM). This process is ongoing, and so far has resulted in the following results:

- The deadline for signing up to the pre-October pricing has been extended from 31 December 2018 to 31 March 2019, this also avoids any further price rises prior to the start of the agreements;
- Microsoft have agreed to provide additional support for five councils, including Surrey County Council. Orbis Procurement are following this up and pushing for the additional support to cover all Orbis partners; due to IT&D being an integrated Orbis function all three councils may benefit from any advice received. The five selected councils will be used as case studies to showcase how public sector authorities can optimise their investment in Microsoft products and services and achieve value for money and efficiencies.

Any further savings agreed through the Microsoft intervention, or as a result of the challenge process, will be included in the new agreements.

3.11 The range of functionality included in the Microsoft software will increase under the renewal. This and improvements in existing functionality will mean that some 3rd party solutions can be terminated reducing costs by £110,000 over the three year contract period. Examples of this extra and / or improved functionality are device encryption, anti-virus software and mobile device management. The extra functionality is included as standard with the licenses selected. Two Microsoft partners (Phoenix & Softcat) were used to identify and confirm the best Microsoft license option to maintain as a minimum current functionality. The M365 E3 user license bundle was identified by both partners as the core user element of the agreement. This license option when compared with a like with like license renewal will cost the council £1.5M less over the three year contract period.

Software Strategy

3.12 The Microsoft product suite represents a significant contribution to the Council's organisational productivity as well as the software being the basis of the Council's core infrastructure.

Microsoft is the preferred operating platform of choice for the following reasons:

- It is well established in all sectors but especially strong in corporate environments and across local government. All Council partner organisations are either on premise with Microsoft or using O365 at this time. This has made convergence easier; examples being with the NHS, East Sussex Country Council and Surrey County Council.
- The vast majority Software vendors build integration with Microsoft in mind and alternative products would cause issues for a number of council services.
- A substantial vendor support ecosystem provided lots of choice of applications and people to work with (over 30,000 suppliers).
- The availability of an App Store approach which gives access to lots of developments free of charge or at low cost.

3.13 In 2015 a detailed review was undertaken to compare Microsoft with the comparative products provided by Google. The review of the market including potential alternatives is an on-going activity carried out by IT & Digital. The findings from the analysis conducted for the original business case for Microsoft O365 remain valid.

3.14 There are some key business, financial and technical reasons which currently still support the business case for remaining with Microsoft as our chosen collaboration suite partner of choice:

- Moving to Google G-Suite as an alternative to Office 365 would work out more expensive if the aim was to still maintain Microsoft Products on our laptop, desktop and server estates.
- The way in which the licensing works – not renewing the O365 licencing would mean the Council would have to licence the Office suite “on-premises” or seek alternatives (such as Open Office) which would have a significant “cost of change”, impact to productivity of our customers, and cause problems for line of business systems which exclusively integrate with Office.
- Furthermore, the licensing for each individual device (client access licence) is bundled up within the current O365 offer. Therefore, we would need either to seek to licence devices “on premise” at higher cost or consider alternative desktop operating systems such as Ubuntu or Redhat. This would present a significant cost of change and familiarisation challenge for our customers whilst severely reducing our inter-operability with the majority of the rest of the world.

3.15 In summary the decision to use Microsoft products has not changed and is compounded by the fact that any change of direction would still require a renewal with Microsoft to allow for the time required for the relevant implementations and migrations to happen. Google G-Suite does not offer certain features that our customers have come to expect such as single sign on from Outlook or via G-

Suite's web interface. To implement such functionality in a meaningful way would still involve licensing Microsoft cloud licensing in the form of Azure AD to make this work and would result in additional cost and complexity.

Key Implications

- 3.16 By awarding a contract to a Microsoft Licensing Solution Partner for the provision of Microsoft software licensing agreements - which will commence on 1 July 2019 - the Council will ensure it continues to have licences to use Microsoft software. Under this contract, the reseller is accountable for licencing advice and the proposed licence solutions recommended to the Council, and this indemnifies the Council from liability for incorrect licensing advice provided to them.
- 3.17 Performance of the reseller will be monitored and benchmarked through a series of Key Performance Indicators (KPIs) as detailed in the contract and reviewed at regular operations meetings.
- 3.18 The management responsibility for both the reseller contract and the Microsoft software licence agreements lies with IT&D Contract Managers. The contracts will be managed in line with the Contract Management Strategy and plan as laid out in the contract documentation. This also provides for fixed annual license charges at the commencement of the licence agreements, flexibility to increase and decrease license volumes annually on anniversary, and capped mark-up on any additional types of licenses that may be required.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 Extension of the current reseller contract was considered but rejected for the following reasons:
 - The extension would be for a maximum of two years, so would only provide support for the initial two year period of the new three year agreements. This would leave the council unable to purchase additional licences during the final year of the agreement, because these cannot be purchased directly with Microsoft and the contract would have expired with the reseller;
 - The pricing quoted for the new agreements, under the possible extension to the reseller contract, was reviewed and a benchmarking exercise indicated that the council could make further saving by running a competition for the provision of new Microsoft software.

4.2 Alternative frameworks were considered as potential routes to market, but were rejected because they were general software frameworks with no specific emphasis on Microsoft licensing subscription services. The Kent County Council framework contained a Microsoft specific lot which provided the council with access to a range of high level Microsoft accredited resellers and for this reason was identified as the preferred route to market. All of the resellers on the dedicated Microsoft lot have a high level of Microsoft accreditation and partnership status, which provides assurance that the resellers will secure the best pricing from Microsoft and provide a high level of experience. Full details of the Procurement process can be found in Appendix 1

5. COMMUNITY ENGAGEMENT & CONSULTATION

5.1 The community is not consulted on IT & Digital procurements. The market is engaged in line with procurement policies and procedures.

5.2 The full range of Orbis IT&D and Procurement experience has been utilised to produce the proposed approach.

6. CONCLUSION

6.1 The existing software licensing agreements with Microsoft will expire on 30 June 2019. A competitive mini-competition process in compliance with the requirements of Public Contract Regulations 2015 and the Contract Standing Orders has been completed. The recommended supplier offered overall best value for money.

6.2 The award of the new reseller contract and licensing agreements in March will enable the Council to continue to use Microsoft software under licence. By awarding the contract and committing to the new licensing agreements before 31 March 2019 the Council will avoid the October 2018 price rise and any further price rises prior to the commencement of the new agreements. This action will avoid the price rise of £35,000 per annum, £105,000 over the three year term of the new agreements.

6.3 Savings delivered by carrying out this procurement include the following:

Saving Description	Year 1	Year 2	Year 3	Total
October price rise avoidance	£35,000	£35,000	£35,000	£105,000
Termination of other products, enabled by additional functionality provided by the new licenses	£37,000	£37,000	£37,000	£111,000
Tendered price compared to pre-	£80,664	£15,664	£15,664	£111,993

tender quotes				
Total	£152,664	£87,664	£87,664	£327,993

- 6.4 The tendered pricing will not be the final contract value. The first piece of work carried out by the reseller is to review the users and licenses to identify any further savings. The reseller has identified alternative approaches to the licensing which should deliver further savings. The contract also includes annual reviews of the licensing and quantities can be reduced or increased.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 The existing three year Microsoft enterprise agreement costs an estimated £0.644m per annum and has a two year extension option. However this option does not fix the price at the current rate. The proposal to enter a new three year agreement by the end of March 2019 for a June 2019 start date is expected to increase the cost to £0.907m per annum. Entering into the agreement by this date instead of waiting until June 2019 is estimated to save £0.035m per annum. The contract increase was anticipated when setting the 2019/20 budget and has been included in budget estimates.
- 7.2 There is an ongoing challenge with Microsoft over its pricing policy for the public sector; if this delivers cashable savings this will reduce the contract cost. In addition the enterprise agreement will allow certain third party software solutions to be replaced saving those contract costs. Both of these cost reducing options are not quantifiable at this stage but once they crystallise will be reflected in Targeted Budget Management (TBM) reports to this committee and in future years' budget setting proposals.

Finance Officer Consulted: James Hengeveld

Date: 22/2/2019

Legal Implications:

- 7.3 The council is a 'best value authority' by virtue of Section 1 of the Local Government Act 1999. This means the council "must 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." The proposals in this report will meet this duty through combining re-procurement activities together with Surrey County Council and East Sussex County Council.
- 7.4 A procurement of services of this value must be undertaken in accordance with the requirements of the Public Contracts Regulations 2015 ('PCRs'). The procurement route utilised was a call off against the Microsoft Lot of the KCS

National Software Products and Services Framework. Legal officers have reviewed this framework and have confirmed that it complies with the requirements of the PCRs.

- 7.5 In accordance with Part 4 of the council's Constitution, Policy, Resources & Growth Committee is the appropriate decision-making body in respect of the recommendations set out in Section 2 above. In addition, in order to comply with CSO 3.1, authority to enter into contracts in excess of £0.5 million must be obtained by the relevant Committee.

Lawyer Consulted:

Isabella Sidoli

Date: 21/02/19

Equalities Implications:

- 7.6 The Council has been mindful of its equalities duties under the Equality Act 2010 in carrying out the tender process and letting the contract with due regard to the need to eliminate discrimination in age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 7.7 Brighton & Hove City Council is committed to providing its services in a way, which promotes equality of opportunity at every possibility. The contract document stipulates that the reseller will comply with the relevant Equality and Diversity legislation. It is expected that the appointed suppliers will be fully committed to equality and diversity in their service provision and will ensure compliance with all anti-discrimination legislation.
- 7.8 There are no TUPE implications.

Sustainability Implications:

- 7.9 No significant implications arising from this report.

Risk and Opportunity Implications

- 7.10 The Microsoft software licensing agreements allow for decreases in licence numbers as part of an annual declaration and true-up activity, which will allow the Council to reduce licence subscriptions should the opportunity arise.
- 7.11 There is ongoing work, which will continue throughout the term of the reseller contract, looking at the licences we hold and ensuring that we have the right levels and types (including full licences and educational licences), with a view to reducing volumes and costs.
- 7.12 The proposed award is to a reseller via a public procurement framework, which means they will have successfully completed satisfactory financial checks as well as checks on competency in delivery of similar contracts at the pre-qualification

stage. The recommended tenderer successfully completed satisfactory financial checks.

7.13 The following key risks associated with the recommendations have been identified, along with mitigation activities:

Category	Risk Description	Mitigation Activity
Financial	Additional licenses required due to growth in user population or back office infrastructure	Where possible IT&D will fund within existing resources. If this is not possible it will be addressed through the budget planning process.
Reputational & Financial	Incorrect licensing in place and risk of audit and fines from Microsoft	Regular monitoring by IT&D and Microsoft Licensing Solution Provider to ensure Council is fully compliant, alongside engagement with Microsoft directly.

SUPPORTING DOCUMENTATION

Appendices:

1 Procurement Processes

Appendix 1 – Procurement Process

Summary of Procurement process in respect of the contract for Microsoft Enterprise Subscription Agreements

1. The existing contract for the provision of Microsoft Enterprise Subscription Agreements will expire on 30 June 2019. A mini-competition process compliant with the Public Contracts Regulations 2015 and Procurement Standing Orders has been carried out.
2. Extending the current Brighton & Hove City Council contract was initially considered, but benchmarking of the quoted renewal cost indicated that we could deliver savings through holding a further competition.
3. The following options were considered.

a. Option 1 – Run a mini-competition under the KCS Software Products and Associated Services framework for new Microsoft Enterprise Subscription Agreements

This framework has been chosen because there is a dedicated Microsoft Lot and includes our incumbent reseller and the resellers that currently deliver other contracts for the Council. All of the resellers on the dedicated Microsoft lot have a high level of Microsoft accreditations and partnership status, which provides assurance that the resellers will receive the best pricing from Microsoft and provide a high level of experience. The framework also includes the ability to carry out a direct award to our incumbent reseller, but benchmarking and supplier engagement activities indicated that savings could be achieved by carrying out a further competition. Option 1 was the preferred option.

b. Option 2 – Run a mini-competition under the an alternative framework for new Microsoft Enterprise Subscription Agreements

The use of either the Crown Commercial Service (CCS) or Health Trust Europe (HTE) frameworks were considered, but these were rejected because they did not have a dedicated Microsoft lot and the HTE framework didn't include our incumbent reseller.

c. Option 3 – Run a full EU compliant tender

This option would not deliver any additional benefits to the frameworks that were considered, but would require additional time and resource commitment. The time requirements of this approach would mean the Council would not meet the Microsoft commitment deadline of 31 March 2019.

4. In order to implement Option 1, a mini competition on the framework was published. Participation in the mini-competition procedure is accessible to all companies on the

Microsoft Lot of the KCS Software Products and Associated Services framework.

5. The tender stage commenced on 11 January 2019. By the closing date of 12:00 Midday on 31 January 2019 responses from seven (7) tenderers had been submitted.
6. The tenders were evaluated using a two stage evaluation. Stage 1 was the quality evaluation, with a minimum threshold of 70% required to progress to stage 2. Stage 2 was the price evaluation, with the lowest priced proposal identified as the preferred bidder.
7. In accordance with best practice each response to Quality/Technical questions were assessed by three (3) evaluators independently. The evaluators then met to discuss and moderate their scores in the presence of an experienced moderator.
8. Five (5) tenderers achieved the minimum 70% threshold for the Stage 1 evaluation.
9. The Evaluating Panel recommends that tenderer who submitted the lowest Stage 2 bid is appointed to the Microsoft Enterprise Subscription Agreements contract.
10. All tenderers were informed of the preliminary outcome of the procurement process and that the formal tender results are subject to approval by the Committee to award the contract.

Subject:	2019/20 Local Transport Plan Capital Programme		
Date of Meeting:	19 March 2019 – Environment, Transport & Sustainability Committee		
	21 March 2019 – Policy, Resources & Growth Committee		
Report of:	Executive Director – Economy, Environment & Culture		
Contact Officer:	Name:	Andrew Renaut	Tel: 01273- 292477
	Email:	andrew.renaut@brighton-hove.gov.uk	
Ward(s) affected:	All		

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

- 1.1 The city council receives capital funding each year for transport schemes through the Government's Local Transport Plan [LTP] process. The council approved the use of capital funding for approved and new transport schemes and projects for 2019/20 on 28 February 2019 as part of the overall budget. It includes £5.169m worth of known, new capital investment in transport from Government sources.
- 1.2 The LTP is a statutory document and the council's fourth LTP [LTP4] was approved by the council in March 2015. The LTP4 consists of a long-term Strategy to 2030, and a short-term Delivery Plan. Maintaining, managing and improving the city's transport and highway infrastructure, which is one of the city's largest assets with an estimated value of at least £1.4 billion, is an essential part of the council's investment which helps support and provide access to the many activities that are important to the city's residents and local communities and its wider, sub-regional economic role within the Greater Brighton City Region.
- 1.3 The amount of 2019/20 capital funding is based on Government estimates of how much investment is required in the city. The council then ensures that this capital investment is focused on maintaining and renewing the road network to a high standard; improving safety; increasing choices for some journeys by providing for, and encouraging, the use of sustainable transport; and creating a more attractive public realm. The proposed, capital programme for 2019/20 allocates funding across a number of areas including capital renewal (maintenance); capital repairs (potholes); asset management; and integrated transport projects and programmes. It includes commitments to schemes that are already approved, ongoing programmes of works and new projects which will deliver long-term benefits to the city and its residents. The content of the programme is based on a number of factors, which include: -

- recent or past decisions made by this or other council committees, often following public consultation, to deliver transport projects and programmes;
 - prioritised projects or programmes identified in investment or action plans which are required to deliver the aims and objectives of approved council strategies or plans following public consultation;
 - decisions made by committees in response to the receipt of petitions, deputations or Notices of Motion;
 - engagement and discussion with The Connected City's Transport Partnership;
 - requests for improvements from ward councillors or residents which are prioritised according to need or significance, based on committee-approved policies or assessment criteria, if available; and
 - technical or statistical data, surveys or evidence which indicate that a significant problem exists and requires capital investment to correct it.
- 1.4 Investment in short-term, reactive repairs to the transport network in response to relatively minor problems identified by officers or residents is carried out from within existing revenue budgets, which are allocated separately within each financial year via the delegated authority assigned to the Executive Director of Economy, Environment & Culture.

2. RECOMMENDATIONS:

That the Environment, Transport & Sustainability Committee:

- 2.1 Recommends that Policy, Resources & Growth Committee agree the 2019/20 Local Transport Plan capital programme budget allocation of £6.798 million to projects and programmes and notes the additional allocations for schemes agreed at Budget Council, as set out in Appendix 2 of this report; and
- 2.2 Notes the indicative allocation of future budgets to LTP projects and programmes for 2020/21, as set out in Appendix 2 of this report.

That the Policy, Resources & Growth Committee:

- 2.1 Agree the 2019/20 Local Transport Plan capital programme budget allocation of £6.798 million to projects and programmes and notes the additional allocations for schemes agreed at Budget Council, as set out in Appendix 2 of this report; and
- 2.2 Notes the indicative allocation of future budgets to LTP projects and programmes for 2020/21, as set out in Appendix 2 of this report.

3. CONTEXT/ BACKGROUND INFORMATION

- 3.1 The capital funding secured through the LTP process and invested in its Strategy and Delivery Plan has contributed towards enhancing local neighbourhoods and environments, and strengthening the city's role as a transport hub and centre for economic activity within the wider Greater Brighton City Region. Schemes include those within the city centre, such as Valley Gardens, and the seafront, including rebuilding and regenerating the city's historic 'arches' (which are highway structures supporting the promenade and A259). More localised

investment in neighbourhoods has included bus stops, pedestrian crossings, cycle facilities and Rights of Way improvements.

- 3.2 In addition, the LTP budget has been used to help secure and deliver significant levels of capital funding from other sources for many different projects. These have included competitive, Government funding rounds, and applications to secure funding allocated to the Coast to Capital [C2C] Local Enterprise Partnership [LEP] as part of the Local Growth Fund, which is helping to fund the Valley Gardens project.
- 3.3 The Government funding included in the 2019/20 capital programme consists of two traditional LTP block allocations for Maintenance and Integrated Transport, plus two additional funding streams which are:-
- **‘Incentive’ Funding [IF]** – additional funding allocated to councils that demonstrate: approval of a highway infrastructure asset management strategy; input of stakeholders into the process; collaborative working with construction partners; standard specifications; joint contracts and collaboration with other local authorities.
 - **Pothole Action Fund [PAF]** – for minor road surface repairs, or to prevent potholes forming.
- 3.4 The proposed allocation of funds set out in Appendix 2 is based on a number of factors - 1) the progress made on completing or continuing spend on 2018/19 projects and programmes; 2) previously agreed financial contributions or commitments to begin or continue projects or programmes in 2019/20; and 3) success in securing, or being allocated, additional funding from external sources e.g DfT and LEP (Local Growth Fund) [LGF].
- 3.5 The funding in 2019/20 has also been increased by £1.000m of additional capital funding for investment in citywide improvements to supplement planned LTP investment in 2019/20. This was agreed at Budget Council on 28 February 2019. This has been split as £0.300m for Maintenance and £0.700m for Integrated Transport. Alongside the development of the Local Cycling & Walking Infrastructure Plan [LCWIP] (funded separately), this investment will also contribute to the development of better cycling infrastructure within the city’s cycle network, including better surfaces, joined up and marked routes, work to connect sections of incomplete routes and improvements to the safety and quality of junction crossings for cyclists. This in turn will support the commitments made by the council to addressing the effects of climate change.
- 3.6 The content of the programme is described briefly below, and is consistent with the principles established within the LTP4 Delivery Plan – maintaining the network, managing movement, and improving streets and infrastructure.

CAPITAL RENEWAL (MAINTENANCE) FUNDING

- 3.7 The proposed allocation of £3.332m of LTP funding for this area of work includes £0.300m from the additional £1.000m Budget Council allocation which will improve road and footway surfaces for, and therefore the safety of, all road users including pedestrians, cyclists, motorcyclists and bus passengers, plus estimated sums of IF and PAF of £0.629m. This is in addition to £6.450m worth of funding

from other approved, council sources. This funding is focused on maintaining links and routes and reflects the continued and growing need to renew highway infrastructure in order to ensure that it has a longer life. This minimises the need for ongoing/short-term repairs which are funded from revenue budgets.

- 3.8 The programme includes £1.000m for road re-construction. Priority consideration will continue to be given to repairing damage that has occurred to key routes to address the effects of high traffic volumes and recent episodes of winter weather conditions. Sections of roads where the surface requires immediate, major repairs or renewal will be identified based on recent surveys. A further £0.250m will help improve the condition of footways across the city, with a continued focus on well-used corridors. The programme will include the use of permeable, flexible paving to treat tree root areas and reduce flood risk. £0.100m is also allocated to continue investment in addressing problems associated with damaged highway drainage which causes surface water flooding on roads and pavements.
- 3.9 Significant works to assess and strengthen highway structures across the city will also continue (requiring £1.657m from the LTP allocations) to ensure they remain in a safe condition, and are fit for purpose. The investment involves the inspection, maintenance or renewal of structures which is currently focused on the seafront's West Street Shelter Hall, in line with the principles of the council's Seafront Investment Plan. The Shelter Hall structure supports the A259, and the scheme includes improvements to the King's Road/West Street junction. As reported and agreed at Budget Council on 28 February 2019, the overall funding required for the completion of the project will come from a number of capital funding sources. These sums are summarised in Appendix 2 of this report.
- 3.10 An annual allocation of £0.300m has been previously approved to assist in reducing the ongoing maintenance requirements for the £10m-plus worth of street lighting in the city. Ongoing surveys and condition assessments identify areas/corridors that require street lighting column replacement. The 'Invest to Save' initiative includes an ongoing programme to upgrade lighting with more efficient lanterns/lamps to help accelerate reductions in electricity and maintenance costs, and achieve the city's carbon emission targets. The programme of investment in 2019/20 is currently being planned and finalised.
- 3.11 A Government requirement for all Highway Authorities to identify and account for their infrastructure (often referred to as assets) by preparing a Highway Asset Management Strategy [HAMS] will be continued during 2019/20. £0.025m has been allocated to this workstream which provides a comprehensive inventory of current asset condition. This is used to prepare medium and long-term programmes of works to maintain the highway to required standards. The council's self-assessment of its progress has been submitted to the Government and is considered to warrant a 'Band 3' grading which is the highest level of compliance and is expected to secure additional ('incentive') funding for works of £0.440m. However, if the council's assessment continues to be graded as 'Band 2', the additional sum would be reduced to £0.220m.

INTEGRATED TRANSPORT FUNDING

- 3.12 The proposed allocation of £3.466m of LTP funding for this area of work includes £0.700m from the additional £1.000m Budget Council allocation which will support

increased provision for safe, sustainable and healthy forms of transport and create more efficient movement through junctions and crossings that will help reduce congestion and/or emissions, therefore improving air quality. This is in addition to £6.875m worth of LGF from the C2C LEP. This total amount of funding is focused on delivering key LTP objectives.

Connecting people with destinations, activities and services

- 3.13 It is critical to ensure that transport investment is targeted in locations that will help support the wider needs of the city to help deliver a broad range of improved service outcomes. These locations can include important local facilities and/or more significant destinations that help draw people and investment to the city.
- 3.14 £0.185m worth of proposed investment in 2019/20 will include improving the safety and environment around, and on routes to, schools and increasing the transport options available to reach centres of economic activity and employment can assist in reducing congestion. The focus of this investment will be on proposals for the Bristol Gardens/Wilson Avenue/Roedean Road area linked to movements to and from GB Met College, City Academy, and St Mark's and Steiner Schools. Other measures will assist in encouraging sustainable travel behaviour change, such as workplace and school travel planning, some of which are match-funded by businesses, and which also support the council's Government revenue-funded Access Fund for Sustainable Travel project.
- 3.15 Local shopping centres are a focus for many communities/visitors and provide a variety of facilities and services that can help to reduce the need to make a number of separate journeys. Enabling these locations to be more accessible and attractive to everybody and function safely and practically e.g deliveries and servicing, provides the opportunity for them to thrive as part of the local economy. Following its prioritisation within the LTP Delivery Plan by this committee in November 2015 and an initial funding allocation last year, work will begin to develop preliminary proposals for the Boundary Road/Station Road corridor in Portslade in 2019/20, including local community and stakeholder engagement. This location is also one of a number of shopping areas being considered by officers as an opportunity for the council to bid for additional funding from the Government's Future High Street Fund.
- 3.16 Local parks and open spaces provide opportunities for people of all ages to improve their quality of life in terms of relaxation, fresh air or exercise. Improving access to those locations will enable them to be reached safely and sustainably, or address local perceptions of danger or severance, and therefore be used more regularly. Improving Rights of Way [RoW] in line with the statutory, approved RoW Improvement Plan will continue with £0.125m, and improved links between the city and the South Downs National Park remain a priority.
- 3.17 £0.195m worth of investment is proposed in interchange facilities, where people can transfer between different forms of transport on their journey/visit. A previously approved, but unspent allocation for cycle parking at rail stations, including Hove, Portslade, London Road and Moulsecoomb, is also planned to be spent in 2018/19 but is dependent upon more significant progress being made by the lead partner, Southern Rail. Opportunities will also be taken to invest in more secure, on-street motorcycle parking. Progress will be made on developing

proposals for the 'Gateway to the Sea' project, between Brighton Station and the Seafront, which includes the busy Clock Tower junction, following the completion of the Conditional Land Acquisition Agreement [CLAA] for the council's joint Waterfront Project (the redevelopment of Churchill Square and Black Rock sites) with Aberdeen Standard Investments.

Improving neighbourhoods

- 3.18 Continued investment is required in targeted road safety engineering schemes to maximise casualty reduction, in order to continue to help reduce the number of people killed or seriously injured in collisions. £0.200m is proposed to be invested in priority ('high risk') locations, and A programme is currently being developed.
- 3.19 Tackling pollution levels in the city's Air Quality Management Areas remains a high priority. For example, a previously approved allocation of funding for a minor traffic management scheme in Rottingdean Village will help reduce harmful emissions in the High Street will enable those works to begin in 2019. Walking and cycling are the best forms of 'low carbon' transport and the activity involved also provides additional personal health benefits for individuals and can help reduce pollution if they replace some car journeys. 'Dropped' kerbs at road crossings are important ways of increasing the mobility of local residents and visitors and increasing the attractiveness and convenience of journeys, especially over short distances. A total of £0.365m is planned to be spent specifically in these areas in 2019/20. Other named projects within the overall programme will also include measures to enable and increase active and healthy travel.
- 3.20 The expansion of the city's electric vehicle charging point [EVCP] network will help meet the growing demands for this infrastructure by widening choice and also reducing carbon emissions. A £0.055m allocation will help deliver more 'Rapid' CPs and support the additional £0.300m worth of grant funding secured from the Government's Office for Low Emission Vehicles [OLEV] for 'Fast' CPs.

Managing links and improving routes

- 3.21 Ensuring the efficient movement of people and vehicles across and along key transport corridors helps to keep the city moving and enable or promote regeneration. Construction of the agreed Valley Gardens (Phases 1 & 2) scheme will continue using an LTP allocation and LGF money, and progress will be made on developing the detailed design for Phase 3 of the project between Edward Street and the A259/Palace Pier, following this committee's approval of the Final Preliminary Design in February this year.
- 3.22 Continued £0.350m worth of investment in the use of technology to manage the city's transport network is planned to replace, modernise and optimise traffic signal-controlled junctions and pedestrian crossings and improve the flows of people and traffic. A prioritised programme is currently being developed.

General allocations

- 3.23 Minor investment is often required for some schemes after the main construction works have been completed in the previous financial year e.g safety audits and additional remedial works, and to also allow some initial scoping and preliminary

work on new or emerging schemes. Some data collection will also be undertaken to assist in monitoring and assessing the wider effects of some schemes and projects. A further allocation of £0.050m of funding will also enable work to be undertaken on investing funding secured from permitted planning applications (referred to as 'Section 106 contributions') in locations across the city. This will include investment in transport and highway measures which are primarily focused on sustainable (walking, cycling and public transport) measures.

Future transport capital programme investment

- 3.24 In approving its 2019/20 budget, the council has also confirmed that it expects to receive an LTP capital allocation from the Government of £5.169 in 2020/21 through the LTP process. This sum will enable the ongoing development and delivery of capital projects, programmes and initiatives in line with the council's LTP Strategy, and an indicative investment programme is set out in Appendix 2 of this report. The final sum and its allocation will be dependent upon future funding allocations and budget decisions made by the council, and the committee is therefore recommended to note it.

OTHER SOURCES OF FUNDING

- 3.25 The LTP process is one of many funding sources that are used to deliver transport schemes. For example, in 2017 the council was successful with its £1.485m bid for the Government's Access Fund which will support sustainable and accessible travel projects to help overcome barriers to jobs and economic activity between 2017 and 2020. This has been focused on Lewes Road during 2018/19 and will be focused on Whitehawk/Eastern Road in 2019/20.
- 3.26 As referred to in paragraph 3.23 above, investment in local transport is also secured through the planning process via legal agreements. For example, funds from the redevelopment of the Royal Sussex County Hospital will fund measures within 2km of the site and the Eastern Road corridor. Other sums previously secured for making bus stops and pedestrian routes accessible and level will also be used in 2019/20 to continue these important work programmes across the city near development sites.
- 3.27 The council has also successfully secured funding for major and significant transport schemes by bidding for Local Growth Fund [LGF] money, such as the BikeShare scheme and the three phases of Valley Gardens. This funding is administered by the C2C LEP and currently only available until 2021. It will help support the retention and delivery of jobs and housing in the city and the Greater Brighton City Region.
- 3.28 In future years, the LTP capital programme may also need to reflect new or successful bids for funding, when these opportunities arise. For example, the council led a bid on behalf of the Greater Brighton City Region to the Government's Transforming Cities Fund for the A259 in 2018 but unfortunately it was not successful. However, future Government funding streams that could result in access to significant levels of investment for transport and travel in the city and wider City Region include the Future High Street Fund, as referenced in paragraph 3.15, and the new National Roads Fund for the newly established Major Road Network, which will become available in 2020.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 The proposed 2019/20 LTP capital programme is consistent with the Strategy and the principles of the Delivery Plan in the approved LTP4, and the proposed allocation of capital investment will help contribute to meeting local transport and wider policy objectives and outcomes. The programme includes commitments to financial contributions to projects and programmes. These will have either helped secure much larger sums of capital funding from other sources for the council, or will be combined with other sums to invest in comprehensive improvements to the city's transport network. Maintaining these commitments is essential to deliver those projects and will help support the council's case for any similar future bids.

5. COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 The majority of the overall level of funding available through the LTP process is the outcome of the council's budget setting process. The proposed, detailed 2019/20 programme will be conveyed to The Connected City's Transport Partnership this month. Engagement and consultation also took place with the Partnership in 2014/15 prior to the approval of the LTP4 document in March 2015. The ET&S Committee also considered and approved a number of new projects and priorities to be progressed as part of the LTP capital programme/Delivery Plan in November 2015.
- 5.2 As outlined in paragraph 1.3 of this report, many individual projects and programmes have been, or will be, the subject of consultation with local communities and ward councillors. Alongside the Maintenance/Renewal programme, the delivery of Integrated Transport schemes will be considered by the council's Head of Traffic Management in order to minimise the potential effects of works on the overall operation and management of the city's transport network.
- 5.3 Multi-agency working remains key to helping achieve improvements in service outcomes and overall performance across the city through scheme development and transport investment. Improving transport infrastructure and services ensures that the council and its partners can meet the varying needs of the city, especially at a time when achieving sustainable economic, environmental and social outcomes, through value for money investment, are high priorities. When required, all projects will be fully co-ordinated with other council schemes and works by other agencies (gas, water etc) to minimise disruption and ensure efficient use of funds.

6. CONCLUSION

- 6.1 The decision of the committees to consider and approve the allocation of the 2019/20 LTP capital programme to projects and programmes will provide a clear indication of proposed plans for capital investment in transport using the LTP budget, and other sources of funding such as the LGF. The overall budget includes all the specific allocations made at Budget Council on 28 February 2019 and it will enable works to be continued or started, which will support the council's, city's and wider stakeholders' objectives.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial implications:

- 7.1 In 2014, a Government announcement included the council's indicative funding allocations for 2019/20 to 2020/21 from the LTP process. The sum for 2019/20 was confirmed by the Government in its November 2018 Roads Information Pack and both sums are included within the council's Medium Term Financial Strategy for 2019/20 to 2023/24.
- 7.2 The overall level of 2019/20 funding available through the LTP process was approved at Budget Council in February 2019. This report sets out the proposed use of £5.169m worth of Government funding within the LTP capital programme, in addition to other sources of funding secured or approved, as summarised in the table below. A fuller description and breakdown of these sums is shown in Appendix 2 of this report.

FUNDING SOURCE	Allocations (£'000s)	
	2019/20	2020/21
Government LTP Grant Funding		
LTP Integrated Transport Block	3,059	3,059
LTP Highway Maintenance Block	2,110	2,110
Sub-total	5,169	5,169
Additional Government Transport Funding		
Incentive Funding [IF] (<i>estimated figures - assumes Band 3 self-assessment ranking for HAMS</i>)	440	440
Pothole Action Fund [PAF] (<i>estimated figures - assumes same original allocation as 2018/19</i>)	189	189
Sub-total	629	629
Council funding		
Council unsupported borrowing	5,415	3,805
Forward funding from reserves	1,000	0
Funding returned to reserves	0	-1,000
Council direct revenue	35	0
Additional capital funding (28/2/19 Budget Council)	1,000	0
Sub-total	7,450	2,805
LEP funding		
Local Growth Fund [LGF]	6,875	4,000
Sub-total	6,875	4,000
TOTAL TRANSPORT CAPITAL FUNDING AVAILABLE	20,123	12,603

- 7.3 Future years' capital programmes will require Policy, Resources & Growth Committee approval.

Finance Officer Consulted: Rob Allen

Date: 06/03/19

Legal Implications:

- 7.4 The LTP is a statutory requirement and was adopted by Full Council in March 2015. There are no direct legal implications associated with approving the 2019/20 LTP capital programme and noting the future indicative 2020/21 allocations, which are consistent with the Strategy and the Delivery Plan set out within the LTP4. A number of sums reflect contributions to existing LGF projects

which are, or will be, subject to formal Funding Agreements with the C2C LEP. Any relevant legal implications will be considered when individual schemes are brought forward for implementation.

Lawyer Consulted: Hilary Woodward

Date: 25/02/19

Equalities Implications:

- 7.5 In developing specific projects and programmes within the 2019/20 LTP capital programme, the needs of those people and communities who are identified as having ‘protected characteristics’ (those against which discrimination is unlawful) as defined by the Equality Act 2010 will be prioritised from the outset, and wherever possible their needs will be incorporated into designs in order to overcome barriers to movement that may be experienced. In doing so, this will ensure that the transport network is made accessible to everybody, irrespective of any protected characteristic. Improvements to local areas and strategic transport routes will enhance the provision and choice for people, especially those with mobility difficulties, or other disabilities. Road safety schemes will improve conditions for vulnerable road users.

Sustainability Implications:

- 7.6 LTP capital funding enables the council to meet environmental objectives set out in the LTP4 Strategy and the council’s Sustainability Action Plan, such as a shift towards greater use of sustainable transport and reducing carbon emissions.

Any Other Significant Implications:

- 7.7 The 2019/20 LTP capital programme helps deliver the objectives of the LTP as a strategic document for the city, and transport and travel have a significant role in supporting and helping achieve the city’s and council’s wider objectives across a number of service departments. Additional, wider implications associated with the proposed 2019/20 investment programme are therefore set out in Appendix 1 of this report.

SUPPORTING DOCUMENTATION

Appendices:

1. Other Significant Implications
2. Proposed 2019/20 and Indicative 2020/21 LTP capital programme allocations

Documents in Members’ Rooms

1. None

Background Documents

1. Report to Budget Council – February 2019
2. Report to Environment, Transport & Sustainability Committee (LTP Future Priorities) – November 2015
3. Report to Full Council meeting (Approval of LTP4) – March 2015
4. Brighton & Hove City Council’s Fourth Local Transport Plan [LTP4] – March 2015
5. DfT Roads Information Pack (November 2018)

Other Significant Implications

Crime & Disorder Implications:

- 1.1 There are no direct implications arising from the proposed 2019/20 LTP capital programme. However, the LTP4 has a particular focus on improving road safety and personal security and, wherever possible, its projects and programmes will seek to support the aims and priorities of the council's Community Safety and Crime Reduction Strategy 2017-20, especially in helping to deliver measures that improve the physical environment, ensure communities are stronger, and help people feel safer. This can include work to design, improve, manage and maintain public spaces and streets so that people feel safe. The positive use of spaces is encouraged to ensure that crime and anti-social behaviour are discouraged.

Risk and Opportunity Management Implications:

- 1.2 The design of most transport schemes are road safety audited to ensure they comply with current design standards. Regular monitoring and reporting throughout the year of the LTP capital programme and its projects will minimise any risk of not fully spending the approved investment programme. Maintenance and renewal of the seafront as an asset to the city is identified within the council's Strategic Risk Register (Risk SR23 - Unable to develop an effective Investment Strategy for the Seafront) because it includes the transport routes and highway structures that form and support it. Investment in it therefore forms part of the proposed 2019/20 capital programme. Investment in scheduled maintenance of roads, pavements and cycle routes provides safer infrastructure for all users and reduces the need for expensive reactive repairs.

Public Health Implications:

- 1.3 Transport and travel are critical to delivering the city's public health objectives as they contribute significantly to some of today's greatest challenges to public health, including road traffic injuries, physical inactivity, the adverse effect of traffic on social cohesiveness and the impact on outdoor air and noise pollution. Improving people's and communities' health and well-being is a key objective of the LTP4, and the LTP capital programme allows continued investment in transport improvements that provide for and promote active travel, such as walking and cycling. This investment also helps to improve air quality by reducing harmful emissions therefore delivering objectives and actions set out in the council's Air Quality Action Plan, such as providing for electric vehicles and enabling greater use of alternatives to the car for some journeys. Creating less dangerous and more attractive environments, such as road safety and public realm schemes, will improve individual and community health and quality of life.

Corporate / Citywide Implications:

- 1.4 The LTP includes principles and objectives that will help support the city's planned economic growth, social development and environmental enhancement. The annual LTP capital programme plays an important role in delivering the council's

Corporate Plan; the City Plan Part 1 policies (especially Policy CP9 on Sustainable Transport) and the schemes/projects identified within its associated Infrastructure Delivery Plan. The LTP capital programme will also reflect the current and emerging priorities and policies of the council, city, and other partners and stakeholders which are set out in other strategies, policy documents or statements such as the LEP's new Strategic Economic Plan 'Gatwick 360'; the Greater Brighton City Region Inward Investment and Trade Strategy and 5-year Strategic Priorities; and the outcomes set out in the 2014-2019 South Downs National Park Partnership Management Plan. Over time, the city's role within the wider region will also be acknowledged, especially within the emerging priorities and collaboration that is being achieved within the Sub-national Transport Body known as Transport for the South East [TfSE] through its Shadow Partnership Board. Its primary aim is to improve the region's economic connectivity and increase productivity through strategic investment in transport improvements.

PROPOSED 2019/20 AND INDICATIVE 2020/21 LTP CAPITAL PROGRAMME ALLOCATIONS

Project/Scheme	Description (please see Footnotes below for explanation of symbols)	2019/20 Proposed Allocation (£'000s)	2020/21 Indicative allocation (£'000s) ⁺⁺⁺
<i>CAPITAL RENEWAL/MAINTENANCE</i>			
<i>Maintaining links and routes to improve.....</i>			
Surfaces	Roads #	1,000	1500
	Pavement/Footways	250	300
Drainage	Replacement of failed gullies/soakaways	100	250
Street Lighting	Replacement of connections and columns [@]	300	300
Bridges & Structures	Former West Street Shelter Hall (A259)*	1,500	0
	Dyke Road Drive retaining wall	107	164
	Madeira Drive (Duke's Mound retaining wall)	50	150
Highway Asset Management	Surveys/update inventory/strategy evidence	25	75
<i>CAPITAL RENEWAL/MAINTENANCE SUB-TOTAL</i>		3,332	2,739
<i>INTEGRATED TRANSPORT</i>			
<i>Connecting people with.....</i>			
Education, Training & Learning	Safer Routes to Schools (Wilson Avenue/Roedean Road)	125	0
	Safer Routes to Schools	0	50
	School Travel Plan Measures ^{***}	20	0
<i>SUB-TOTAL</i>		145	50
Workplaces & job opportunities	Business Travel Plan Measures ^{***}	20	0
	Personalised Travel Planning ^{***}	20	0
<i>SUB-TOTAL</i>		40	0
Shopping areas	Boundary Road/Station Road - Portslade	125	300
<i>SUB-TOTAL</i>		125	300
Parks, open spaces & the National Park	Rights of Way – incl. access to National Park	125	25
<i>SUB-TOTAL</i>		125	25
Interchanges	Cycle parking	80	40
	Motorcycle parking	40	20
	Accessible bus-stops	75	35
<i>SUB-TOTAL</i>		195	95
<i>Improving neighbourhoods with.....</i>			
Road Safety	'High risk' collision/casualty sites	200	300
<i>SUB-TOTAL</i>		200	300
Air Quality	Electric vehicle charging points	55	55
<i>SUB-TOTAL</i>		55	55
Active travel measures	Pedestrian crossings – freestanding sites	175	150
	Walking network – dropped kerbs and handrails	150	50
	Cycle network ^{***}	40	0
	Cycling & Walking Infrastructure [LCWIP] sites	0	100
<i>SUB-TOTAL</i>		365	300
<i>Managing links and routes with.....</i>			
Technology & Travel Information	Intelligent Transport Systems [ITS] package - Phase 2	350	400
<i>SUB-TOTAL</i>		350	400
<i>continued...../</i>			

Project/Scheme	Description (please see Footnotes below for explanation of symbols)	2019/20 Proposed Allocation (£'000s)	2020/21 Indicative allocation (£'000s) ⁺⁺⁺
Strategic/corridor improvements	Valley Gardens:Phases 1 & 2**	1,166	187
	Valley Gardens:Phase 3 – detailed design and construction****	400	850
	Bus Network Infrastructure	180	77
	SUB-TOTAL	1,746	1,114
Connecting people and neighbourhoods with, and improving, the			
City Centre & Seafront	'Gateway to the Sea' – engagement and preliminary design	50	400
	SUB-TOTAL	50	400
General allocations			
'Section 106' works	Various sites ⁺	50	50
Minor works	Scheme completion & scoping/Monitoring	20	20
	SUB-TOTAL	70	70
	INTEGRATED TRANSPORT SUB-TOTAL	3,466	3,059
TOTAL ALLOCATIONS		6,798	5,798
Allocations Initially Funded From:-			
	LTP Integrated Transport Block Grant Allocation ⁺⁺⁺	3,059	3,059
	LTP Maintenance Block Grant Allocation ⁺⁺⁺	2,110	2,110
	Additional capital funding (28/2/19 Budget Council)	1,000	0
Additional Government Funding Sources			
	Highway Maintenance Incentive Fund	440	440
	Pothole Action Fund	189	189
	SUB-TOTAL	6,798	5,798
Additional Council and Other Funding Sources			
<u>Maintenance</u>			
	Unsupported Borrowing – Street lighting 'Invest to Save'	2,915	3,805
	Unsupported Borrowing – Shelter Hall	2,500	0
	Funding from Reserves – Shelter Hall	1,000	0
	Funding returned to Reserves – Shelter Hall	0	-1,000
	Council Direct Revenue Funding~ – Street lighting	35	0
<u>Integrated Transport</u>			
	Local Growth Fund [LGF] – Valley Gardens Phases 1&2	5,075	0
	Local Growth Fund [LGF] – Valley Gardens Phase 3	1,800	4,000
	SUB-TOTAL	13,325	6,805
GRAND TOTALS		20,123	12,603

Footnotes

⁺⁺⁺ - 2020/21 sums will be reduced by a total of £1.000m - to be returned to Reserves

[#] - includes Incentive Funding indicative allocation (assumed to be £440,000 based on Band 3 self-assessment ranking) and Pothole Action Fund allocation (assumed to be £189,000 based on initial allocation received in 2018/19).

[@] - committed contribution to 'Invest to Save' project (PR&G Committee – 8/2/16).

^{*} - supplemented with £3.500m additional funding from various council sources (Budget Council-28/2/19)

^{**} - local contribution, committed to approved C2C LEP Local Growth Fund [LGF] scheme.

^{***} - committed contribution to DfT-funded Access Fund for Sustainable Travel project.

^{****} - local contribution, committed to approved C2C LEP Local Growth Fund [LGF] project.

+ - *to enable design and delivery of agreed works associated with approved development.*

~ - *resources provided from a revenue budget to finance the cost of a capital project.*

Roads #	1,000
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 - *indicates allocation of additional funding from 28/2/19 Budget Council.*

NOTES –

- In many cases, costs indicated above are preliminary estimates.
- Expenditure on schemes may need to be increased, reduced or deferred during a financial year as information becomes available, such as survey results, tender returns or unforeseen engineering difficulties.
- The timing of works may be subject to network co-ordination with other council projects, development, utility companies, contractor availability and weather conditions.

Subject:	Homeless Move On Scheme – Hollingbury Library proposals		
Date of Meeting:	13 March 2019		
Report of:	Executive Director Neighbourhoods, Communities & Housing		
Contact Officer:	Name:	Martin Reid / Laura Webster	Tel: 01273 29 3321
	Email:	Martin.reid@brighton-hove.gov.uk	
Ward(s) affected:	All		

REPORT TO FOLLOW

1. PURPOSE OF REPORT

- 1.1 In January 2019, Committee agreed that a further report on a final viable scheme for the Hollingbury Library site will come forward to a future Housing & New Homes Committee and Policy Resources & Growth Committee for approval following further consideration at Estate Regeneration Members Board.

2. RECOMMENDATIONS:

- 2.1 That Housing & New Homes Committee approves commencement of resident consultation on proposals to provide a Homeless Move On scheme on the Hollingbury Library site.
- 2.2 That the Policy, Resources & Growth Committee be recommended to:
- Approve an indicative budget of £2.750m financed by HRA borrowing and Homes England funding to form part of the HRA capital programme for 2019/20.
- 2.3 Housing & New Homes Committee approves the procurement by tender for a medium support accommodation service for homeless adults.
- 2.4 That Housing & New Homes Committee grants delegated authority to the Executive Director of Health & Adult Social Care (HASC) to undertake the procurement of a medium support service to the value of £150,000 per annum, and to award the contract for Five (5) years.

- 2.5 That Housing & New Homes Committee delegates authority to the Executive Director of HASC to extend the contract at the end of the five year term for a further period of up to two years if it is deemed appropriate and subject to available budget.

3. CONTEXT/ BACKGROUND INFORMATION

Homes England Grant

- 3.1 This proposed scheme formed a bid to Homes England through their Shared Ownership and Affordable Housing Programme 2016-21 (SOAHP). The funding was sought under 'Specialist housing for rent' and £750,000 was awarded to the council. The bid proposed a specialist service to enable people who are making progress in their recovery journey, to move from high needs hostel accommodation into self-contained move on accommodation grouped in one scheme, with assessed support requirements funded by the council's Adult Social Care service.
- 3.2 Key factors for Homes England in assessing support for schemes are affordability and deliverability. While Homes England have some flexibility regarding changes to the scheme deliverability, the funds must achieve the final drawdown of final grant tranche by the programme end date of March 2021. If the scheme looks unlikely to go ahead then the grant investment risks being lost to the city.
- 3.3 Homes England has the right to request repayment of the entire grant if it is not used for the purposes for which it is paid. If the scheme were to change use in the future, for example from supported housing to general needs housing, the council would be required to inform Homes England who would then decide if this requires the grant to be recycled or handed back.
- 3.4 The payment milestones for the Homes England grant are:
- | | | |
|-------------------------|----------|-----|
| ○ Acquisition: | £300,000 | 40% |
| ○ Start on site: | £262,500 | 35% |
| ○ Practical Completion: | £187,500 | 25% |

The council are drawing down on the acquisition costs ahead of financial year end as the appropriation of land was approved at the previous committee cycle.

Proposed Scheme

- 3.5 The current proposals for development of the site consist of 13 self-contained one person flats in line with the Homes England funding. One of these flats is proposed to be an office space for the service provider; the grant will therefore be reduced pro-rata to approximately £0.690m accounting for this use at present.

- 3.6 All homes on the site will be studio flats for one person of 37m², which is in line with the Nationally Prescribed Space Standards. This is based on an initial high-level feasibility assessment of the site and further due diligence is required to confirm the final design.
- 3.7 It is proposed that an extensive neighbourhood consultation is carried out, in line with the New Homes for Neighbourhood process, before any planning application is made. This will also include consultation on the proposed use of the building as well as the new building itself.
- 3.8 It is vital that feedback from neighbours influences the design process and the proposed development is informed by the results of this consultation.
- 3.9 In addition, officers are currently reviewing the feasibility design to establish whether 13 flats plus office space can be included within the proposed footprint to maximise the Homes England grant. At present, no parking spaces are proposed due to the constrained nature of the site.
- 3.10 The initial assessment of the site has been costed through the City Build Construction Partnership in line with industry standards and this has been factored into the financial appraisal. The scheme has also been benchmarked against previous NHFN projects.
- 3.11 Variances to the scheme design will affect the overall costings provided below and officers are currently conducting various surveys to confirm assumptions made.
- 3.12 Taking the above into account we are proposing the following timescales to progress the site:
- Public consultation: April 2019
 - Planning application submitted: July 2019
 - Planning application decided: November 2019
 - Mobilisation period for contractor: December 2019 to February 2020
 - Start on site: February 2020
 - Practical completion: March 2021

These dates are indicative and will be influenced by many factors.

Scheme Costs and Funding

- 3.13 Initial scheme costs are broken down as follows:

Table 1 - Estimated Scheme Costs	
	£'000
Land Appropriation	365
Basic Build Costs	1,650
Preliminaries	300
Design Contingency	150

Construction Contingency	160
Tender Price Inflation	80
Professional Fees	330
S106 Contributions	80
Total Scheme Costs	3,115
Funded By:	
HRA Borrowing	(2,425)
HCA Grant Funding	(690)
Total Funding	3,115

- 3.14 At present, the total scheme cost is estimated to be £3.115m, this allows for the cost of the land, the council's quantity surveyor assessment of works, professional fees, inflation and a large project contingency.
- 3.15 Due to unknown site factors such as ground conditions, it is considered the figure above is a prudent assessment and officers are working on the basis of value engineering these costs wherever practical and to ensure Value for Money is achieved.
- 3.16 The project is financially viable on the basis of the above costs, the pro rata Homes England grant and a long-term lease arrangement. Any reductions in build costs and increases in Homes England grant through scheme design will only improve the financial model.
- 3.17 It is assumed as part of the financial modelling that this lease provision will remain over the 60 year life span of the building and will be re-tendered as and when applicable. Direct management through the HRA of 13 x one bed units is currently unviable as the council would be liable for bad debts, void losses and repairs. With the lease model this risk is passed on to the service provider.

4.0 Service Provision

- 4.1 It is proposed Adult Social Care will seek to procure a service provider on a minimum five year lease who will manage the support package to residents, as well as, the internal repairs of the building. The council will remain responsible for the maintenance of the external parts of the property. The service provider will be appointed using a competitive tender process which will evaluate the bidders' experience of providing supported accommodation and their proposed service model.
- 4.2 The service provision will be for medium-level support needs with the aim of moving people on to lower level support or independent accommodation. It is proposed that the service will be staffed during office hours and will offer an on call service over night for emergencies.
- 4.3 Prospective residents will be assessed via an Allocation Panel as able to live independently with medium support. Their compatibility for the service is considered as a key part of the referral process. Specific support will be

commissioned to meet their needs which will also be mindful of supporting them to live positively within the community. Prospective residents moving from supported accommodation in the city will have had access to the range of services available to people with support needs recovering from homelessness. This includes peer support, work and learning, voluntary work, literacy, numeracy and ICT skills.

- 4.4 It is important to note, this service will be a small medium needs service for people who are recovering from homelessness and are able to manage their accommodation with a lower level of support. This service offers move on accommodation for people who no longer require high levels of support, therefore freeing up accommodation for people who do require a 24 hour staffed high support service.
- 4.5 The scheme will not be suitable for those with high level complex support needs who may require 24 hour support.

5. ANALYSIS & CONSIDERATION OF ANY OPTIONS

- 5.1 The alternative options for use of the site would be the development of the site as council general needs accommodation. This option would not attract the Homes England grant funding. Also, neither would it achieve the strategic objective to provide pathways to independence and ensure timely move on to independent accommodation for predominantly older people with complex needs making sure supported accommodation offers solutions appropriate to residents as pledged in the Rough Sleeping Strategy 2016.
- 5.2 The options for the homeless move-on project are for the HRA to manage the property with the care provision being commissioned by Adult Social Care or for the HRA to lease the building to the service provider on a short term lease where the management, maintenance and repairs are provided by the service provider. Under both options the building will revert back to the HRA to use as affordable housing. The preferred, financially viable option is to procure a service provider on a minimum five year lease who will manage the support package to residents as well as the internal repairs of the building. The council will remain responsible for the maintenance of the external parts of the property.

6. COMMUNITY ENGAGEMENT & CONSULTATION

- 6.1 Raising awareness and engaging with communities will be key to the delivery of these homes. In addition to the community being consulted in the usual manner on proposals through the Planning process, we would propose to adopt the same principles of extensive resident consultation as utilised under our New Homes for Neighbourhoods programme.

7. CONCLUSION

- 7.1 The proposals for the scheme reflect the Council's Rough Sleeper Strategy priorities. In particular the objective to remodel and re-commission supported accommodation for homeless people with support needs.

8. FINANCIAL & OTHER IMPLICATIONS:

8.1 Financial Implications:

- 8.2 The financial viability modelling sets out to show whether a given scheme can pay for the initial investment itself by using the new rental stream only (net of service charges, management, maintenance, and major repairs and voids costs) over a 60 year period. Assessing the project viability over a 60 year period matches the expected life of the asset.
- 8.3 The total estimated cost for this scheme, as currently outlined, is £3.115m; this includes all construction works, allowances for contingency, inflation and professional fees. Value engineering of these costs will take place over the course of the project to ensure value for money is achieved.
- 8.4 The build costs for the current proposal have been benchmarked by Potter Raper (our quantity surveyors) and have allowed for a contingency to cover unknown factors such as adverse ground conditions, following a review of previous New Homes for Neighbourhoods projects.
- 8.5 In line with the 1-4-1 RTB pooling policy, RTB receipts cannot be utilised to fund the homeless move on proposal, due to the receipt of grant funding. The grant funding allocated to this scheme is £0.750m, however due to the potential of one of the units being used as an office space for the service provider, the current assumption in the viability modelling is that grant funding will be reduced to approximately £0.690m.
- 8.6 The balance of funding will be met by HRA borrowing which is currently estimated to require £2.425m.
- 8.7 Current proposals are for the service provider to lease the building directly from the HRA, the make-up of this lease will be for the service provider to take on the management, maintenance and voids risk of the property. The major repairs will remain the HRA's responsibility. Current assumptions on minimum lease payments made to the HRA result in a viable scheme over a 60 year period. Negotiations with the service provider will need to take account of the minimum lease payment guaranteed to the HRA to ensure the viability of this scheme.
- 8.8 At Policy, Resources & Growth Committee held on 24th January 2019, a budget of £0.365m was approved in relation to the appropriation of land from

the GF. Additional budget of £2.750m is therefore required to be approved to be included in the HRA Capital Programme for 2019/20.

- 8.9 Health & Adult Social Care have allocated a budget of £0.150m for 2019/20 to the specialised supported move-on provision as outlined in the report. At this stage the same level of budget is anticipated for future years of the new commission, however this will be subject to council's annual budget setting process.
- 8.10 As per paragraph 3.13, the current design of 13 x 1 bed flats would result in a subsidy requirement if the building were to be used as General Needs instead of Homeless Move on Accommodation from year 1. Therefore, if for any reason this could not be used for supported move-on accommodation, current costings indicate that the building of 13 x one-bed units for use as general needs housing would require a subsidy from the HRA of £0.340m. This would need to be met from HRA resources and there are sufficient reserves available in this respect. Current costs are indicative and do include reasonable levels of contingencies. Reductions in actual scheme costs would reduce the subsidy required.
- 8.11 If the scheme did not go ahead as a supported move-on scheme, a further report discussing the options and implications would be brought back to this committee for agreement. If there were any further budget implications, this would be reported to PR&G for approval as necessary.

Finance Officer Consulted: Craig Garoghan/Monica Brooks Date: 28/02/19

8.12 Legal Implications:

Legal advice will be provided as necessary as the project progresses. The grant of a lease constitutes a disposal of land, for which Policy Resources and Growth Committee's approval is usually required. However if the terms of the 5 year lease are considered by a Valuer to constitute the best consideration reasonably obtainable, then the grant of the lease will fall within officers' delegated powers.

Lawyer Consulted: Liz Woodley Date: 03.02.19

8.13 Equalities Implications:

The delivery of the scheme supports the delivery of both the city's Housing Strategy and Rough Sleeping Strategy creating an opportunity to provide move on accommodation to vulnerable households in the city. This will also have a positive impact on rough sleeping freeing up desperately needed places in high support accommodation.

8.14 Sustainability Implications:

The homes delivered will be built to high sustainability and energy efficiency standards, including photo voltaic panels on roofs where feasible.

Any Other Significant Implications:

8.15 None identified

SUPPORTING DOCUMENTATION

Appendices Interim feasibility drawings (subject to change)

Documents in Members' Rooms None

Background Documents None

4.0 Development Options

Option 5 - New Build 'Move-on' Scheme / Layouts B (1 Bedroom Single Occupancy)



Preliminary Layouts

The proposed plans for Option 5 are very similar to those for Option 2, however a separate bedroom space has been defined within the area of 37m² defined for each dwelling. This efficient repetitive layout achieves a total of 13 studio flats for 'move-on' accommodation @ 37m² each across three storeys on the site.

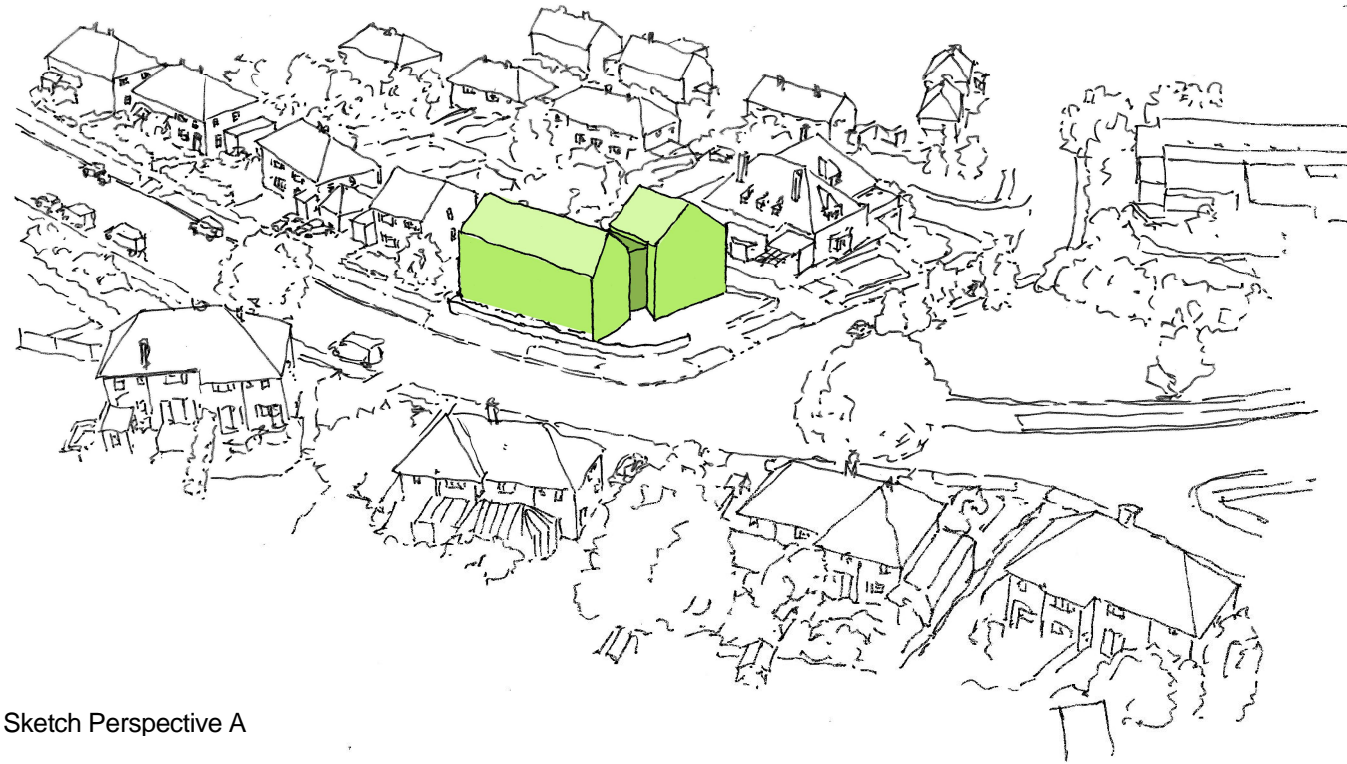
As previous options, this option proposes to locate possible plant areas at lower ground floor level. The building form is split into two masses, one of which addresses Carden Hill, the other addresses County Oak Avenue. This works to break down the overall scale of the development in line with neighbouring structures and ensures that the proposal does not dominate the street scene in either direction. Access is from County Oak Avenue into a central circulation core which links the two masses. Internal access to the studios is via a corridor along the rear of the building.

All flats face outwards towards the street, (Carden Hill or County Oak Avenue) minimising any loss of privacy / overlooking of the rear gardens of 137 Carden Hill and any habitable accommodation above the pub. (Any side aspect windows could be obscured, prohibiting views but allowing natural light) There are no north facing flats.

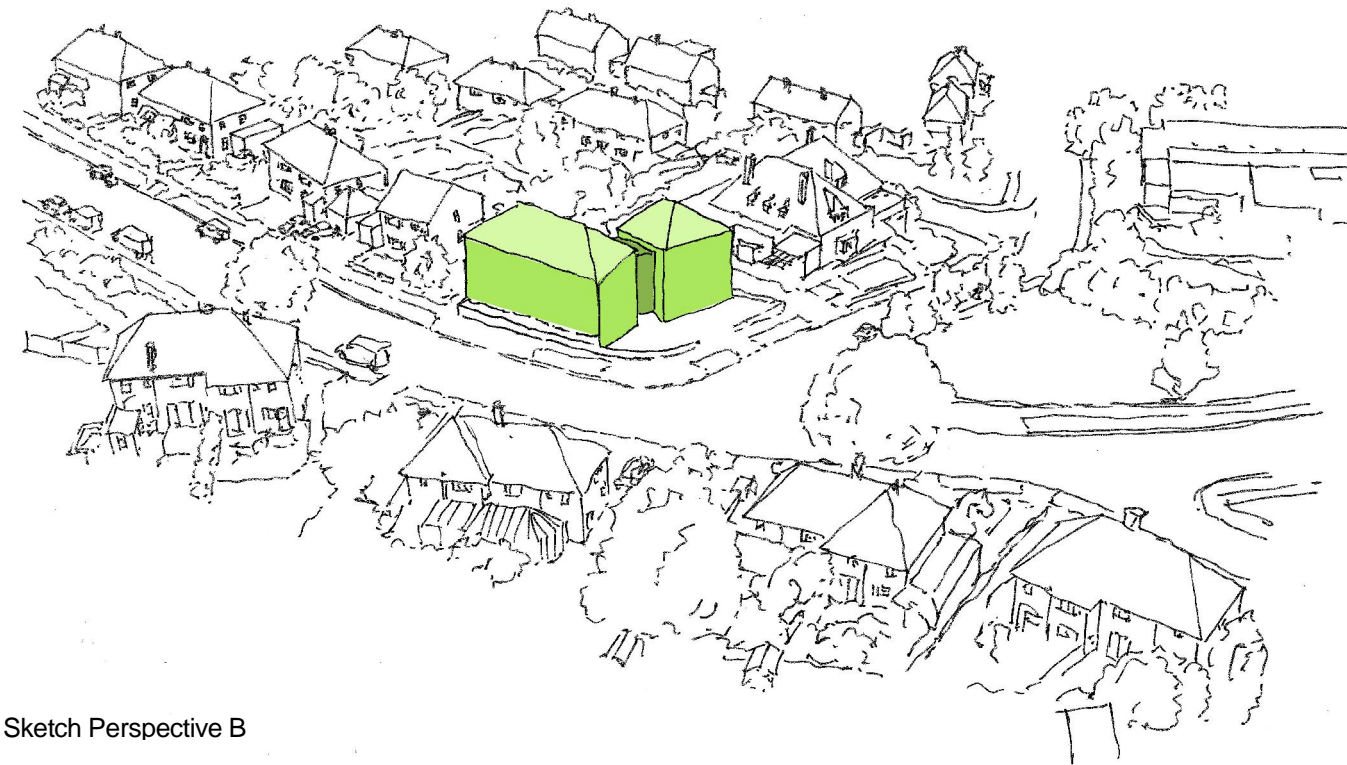
The rear circulation corridor could be a highly glazed structure allowing views of a shared garden beyond, or even an open corridor reducing costs for building fabric and services, whilst providing natural light into the flats from the rear.

4.0 Development Options

Option 5 - New Build 'Move-on' Scheme B / Massing (NB: IDENTICAL TO OPTION 2)



Sketch Perspective A



Sketch Perspective B

Massing

The fragmentation of the building form breaks the overall mass down into those comparable with the surrounding residential properties and enables a varied roofscape in line with the local vernacular style.

By exploiting the changes in level we are able to create a three storey building facing County Oak Avenue, with two storeys facing Carden Hill, respecting the ridge line of the existing house adjacent. The structures on County Oak Avenue step down as the hill descends towards Carden Avenue. The height of the proposed block adjacent to the pub sits relative to its position on the hill.

We propose a pitched roof on the two 'habitable' blocks, linked by a highly glazed circulation core with a flat roof to ease the junction between the separately oriented masses.

The two sketches adjacent explore the impact that the roofscape could have on the development.

Subject:	Sustainability and Carbon Reduction Investment Fund
Date of Meeting:	21st March 2019
Report of:	Executive Director, Economy, Environment & Culture
Contact Officer: Name:	Max Woodford
Email:	max.woodford@brighton-hove.gov.uk
Ward(s) affected:	All Wards

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

- 1.1 This report sets out proposal to use funding agreed in the 2019/20 city council budget to establish a *Sustainability and Carbon Reduction Investment Fund*, to address the need to: reduce carbon emissions; adapt to climate change and build resilience; protect and enhance biodiversity; and develop a circular economy.
- 1.2 The report proposes how new revenue funding will be spent on developing the capacity of the Sustainability Team to deliver a pipeline of citywide projects and initiatives; while capital funding will establish the Sustainability and Carbon Reduction Investment Fund, which will seek to deliver citywide project and initiatives across a number of themes. The report also sets out that a mechanism for agreeing and assessing projects will be developed by officers, for future committee approval, to enable projects to be objectively assessed for funding based upon agreed criteria. It is proposed that a further report outlining the process for agreeing and assessing projects delivered through the Investment Fund will be brought to the July Policy Resources & Growth Committee.

2. RECOMMENDATIONS:

- 2.1 That the Committee instructs officers to progress work to establish a Sustainability and Carbon Reduction Investment Fund which will support the development and delivery of citywide initiatives which aim to reduce carbon emissions, build resilience, protect and enhance biodiversity, and develop a circular economy.
- 2.2 That the Committee agrees that officers will bring a further report outlining the process for agreeing and assessing projects that are delivered through the Sustainability and Carbon Reduction Investment Fund to the 11 July 2019 meeting of the Policy, Resources & Growth Committee.

- 2.3 That the Committee agrees the initial thematic areas proposed at paragraph 3.12 from which a pipeline of projects and initiatives will be developed.

3. CONTEXT/ BACKGROUND INFORMATION

- 3.1 At the meeting of full Council on 13th December 2018, the city council declared its recognition of the ongoing global climate and biodiversity emergencies with the following notice of motion being unanimously passed:

This Council notes with concern the recent Intergovernmental Panel on Climate Change (IPCC) report on global climate change impacts and the recent Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) reports on global species and habitat loss. Council notes also that our coastal city on the edge of the South Downs is affected by these threats, which are projected to intensify.

Further to this, Council:

(1) Declares its recognition of global climate and biodiversity emergencies;

(2) Requests the Policy, Resources & Growth Committee to:

- undertake a short review of BHCC governance policies and progress aimed at addressing locally these twin threats and to report on findings*
- consider a target date of 2030 for whole city carbon neutrality;*
- consider how the Council can strengthen local protection and enhancement of species, habitats and ecosystems services under available powers;*

(3) Request the Chief Executive to write to the Chancellor of the Exchequer stating the concern of the Council with respect to the above, the likely national impact on the economy and on the wellbeing of citizens, and requesting government funding be made available to implement swift appropriate actions in response.

- 3.2 This was followed up by a petition to the 31st January 2019 full Council meeting, also seeking that the city council declare a climate emergency and put in place a more ambitious commitment of making our city carbon neutral by 2030. This petition was noted, along with a recommended amendments made that the council seek to publicise its recognition of climate and biodiversity emergencies, and promote the petition on climate and biodiversity.

- 3.3 Meanwhile, the city council prepared a new Economic Strategy during 2018, which was adopted by full council, also at its meeting on 13th December 2018. The economic strategy is underpinned by five themes for action which are vital to delivering economic growth, creating prosperity and providing a greater quality of life for all. This included a theme on having a sustainable city. This promotes a focus on a circular and sustainable economy, pushing business and community engagement in achieving city resilience and climate change. The purpose of the theme was to establish a city which looks to the future, focusing its economy on sustainable solutions to future challenges in order to protect and enhance the health and wellbeing of its residents and act as a leader in developing a robust response to climate change. One of the priority actions in the strategy (Priority

Action 6) is to promote the development of a circular and sustainable economy to minimise waste and pollution by reducing, reusing and recycling.

- 3.4 On a wider city-region scale, the Greater Brighton Economic Board has established the Greater Brighton Infrastructure Panel. The Panel's remit includes:
- Increasing infrastructure security and resilience; health and wellbeing; clean growth; and the affordability of energy and water in the city region.
 - Preparing Energy and Water plans for the city region and ensuring those plans can help to meet the growth requirements of city region as envisaged by the Greater Brighton Economic Board, whilst also planning to reduce water use by more than a third and create a zero carbon energy system by 2050.
 - Bringing outside professional knowledge and insights to advise the Greater Brighton Economic Board pertinent to the development of the energy and water plans.
 - Producing plans which are highly practical in application and which provide a clear indication of priorities, investment opportunities and potential financial mechanisms and sources for delivery.
- 3.5 The Brighton & Lewes Downs Biosphere Delivery Board is also looking to update the Biosphere Management Strategy for *The Living Coast*, the UNESCO Biosphere that forms a large part of the city region. The Biosphere Management Strategy has to be updated every five years, with the first strategy (adopted when the Biosphere was designated) covering 2014 to 2019. The strategy for the next five years will take us up to 2024, when UNESCO will want to assess the impact the Living Coast Biosphere has had. The new management strategy will look at policy and practice to shape the next five years of the Biosphere, as well as considering future focus and priorities of areas of work to add value to the Biosphere.
- 3.6 Brighton & Hove has had a food strategy since 2006, and in November 2018, the latest Food Strategy five-year action plan was launched and adopted by the council's Health & Wellbeing Board. It is believed to be the most ambitious in the UK and contains 200 far-reaching actions involving almost 100 partners including 26 separate city council departments. The new strategy was developed through a year-long consultation with the city, which over 600 people participated in. The plan also looks beyond the boundaries of the city and will include working more closely with our neighbouring councils, the South Downs National Park Authority, The Living Coast UNESCO Biosphere and national food policy organisations.

2019/20 Budget

- 3.7 Building on all of the above, the council recognises that climate change is the most urgent and pressing challenge we face today, and we need to reduce carbon emissions and build resilience to longer term climate change and extreme weather events. Cities, including our own, have an important role in this. The council has supported calls to recognise the urgency of climate action.

3.8 There are key work streams being delivered in different parts of the local authority that supports the city's resilience to climate change including Transport, Planning, Housing and Public Health. There is potential to bring the different areas of work together within a Sustainability Framework or agenda for the council. This opportunity could be reviewed and developed in tandem with the refreshed Biosphere Management Strategy. Work on this can be accelerated with additional staff resource.

3.9 However, the council recognises that it needs to consider any resourcing implications arising from declaring climate and biodiversity emergencies. A more ambitious target for achieving carbon neutrality would require greater capacity and resourcing to manage a programme of work that supports council departments and stakeholders in the city in raising current targets, and developing new projects where possible; overseeing governance and reporting; and making sure that the city is on track to meet a new 2030 target.

3.10 It is with this in mind that the city council agreed additional allocations for sustainability, energy & climate change in the 2019/20 budget at Budget Council on 28th February 2019. These allocations included:

- *£129K in new funding to the Sustainability Team to provide staff and other resources required to expand activity in climate change mitigation and biodiversity protection and enhancement, following Council's unanimous declaration of climate and biodiversity emergencies in December 2018. This work may include development of citywide initiatives such as food waste collection, district heat installations, renewable energy development, biodiversity enhancement in the urban and rural estate and green infrastructure work.*
- *£61K to the Sustainability Team over and above the £0.129m provision above. This will provide additional staff and other resources required to expand activity in climate change mitigation and biodiversity protection and enhancement.*
- *£500K Investment Fund to invest in citywide projects and initiatives in Sustainability and Carbon Reduction.*
- *£565k in 2019/20 of capital borrowing in the Capital Investment Programme to install solar photovoltaic panels on a selection of corporate buildings that will deliver financial savings to the council.*

3.11 It is proposed that the revenue funding will be used to develop the capacity of the Sustainability Team to deliver on the strategies and policies that support sustainability, carbon reduction and protect biodiversity, as well as programme managing the projects and initiatives that will be funded from the Sustainability and Carbon Reduction Investment Fund. Initially it is envisaged that this will involve recruiting an additional Sustainability project manager and a city Biodiversity Officer, with the remaining funding being used to commission to support specialist support and feasibility studies. The Team will also work with Housing colleagues and private sector landlords to offer strategic advice on landlords meeting their legal obligations to achieve EPC standards in rented property, including assisting with enforcement cases where appropriate. Further

work is required by officers to determine the exact structure and role descriptions required in line with HR policies and procedures, as part of a wider service redesign of teams within Economy, Environment & Culture.

3.12 It is proposed that the £500k capital funding will be used to create a new *Sustainability and Carbon Reduction Investment Fund* which could deliver citywide strategic projects and initiatives across the following themes:

- *Energy Efficiency, renewable and community energy development*, including solar PV and district heating, in line with the emerging Greater Brighton Energy Plan
- *Biodiversity enhancement in the urban and rural estate* in support of the Brighton Hove & Lewes Downs Biosphere Management Strategy
- *Active and Sustainable travel* including exploring feasibility of a pilot for the electrification of the city's bike share scheme, and supporting the decarbonisation of the transport network
- *Green Infrastructure, Sustainable water and Sustainable Urban Drainage* projects in line with the emerging Greater Brighton Water Plan and the Biosphere Management Strategy
- *Moving towards a Circular & Sustainable Economy* in line with the Sustainable City objective of the Economic Strategy
- *Healthy, sustainable and fair food for all* through the delivery of the City's Food Strategy

Where possible the Investment Fund will be used to gain multiplier effects from other funding sources, such as being used as match funding to support bids to government funding programmes, and to leverage other public or private funding.

3.13 These projects and initiatives will be strategically commissioned by the city council, with an evaluation matrix to be developed by officers for assessing and evaluating projects to enable them to be objectively assessed for funding based upon agreed evaluation criteria. It is likely that the evaluation matrix will include:

- Assessment of the extent to which the project supports carbon reduction, reduces surface water flooding, or protects biodiversity and supports habitat creation.
- Alignment with existing strategies and policies (such as the Economic Strategy, the refreshed Biosphere Management Plan, Food Strategy, and emerging Greater Brighton Water and Energy Plans)
- Value for Money and cost benefit assessment of the business case, including the extent to which the funding is being used to gain multiplier effects from other funding sources and being used to leverage other public or private sector match funding

- The opportunity to work with partners across the city and the track record and experience of the delivery partners, and deliverability of the project
 - Delivery of wider community benefits, social value and community wealth
- 3.14 It is anticipated that the capital allocation for installing solar PV on corporate buildings will deliver a financial return to the council after financing costs. It is proposed to use these savings to self-finance additional resource that will further develop the capacity of the council to deliver financially viable energy efficiency and renewable energy projects. This will also support the emerging Greater Brighton Energy Plan and could include projects on the council's operational and commercial property and land portfolio, other public and private sector buildings and standalone projects in partnership with other local, regional and national organisations.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 The budget allocation for 2019/20 has been made by full Council, so the analysis of alternative options is just about how that allocation is spent. This report sets out a framework for spending the revenue funding element of the budget, with the consideration of alternative options for exact role descriptions being the remit of the Chief Executive as the head of paid service.
- 4.2 Consideration of the options for how to agree and assess projects that are delivered through the Sustainability and Carbon Reduction Investment Fund will be agreed by the 11 July 2019 meeting of the PRG Committee.

5. COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 As set out above, a number of petitions and notices of motion have been received requesting that the city council make new policy decisions and find additional resource and officer time to put towards the issues of tackling climate change and improving biodiversity. This report seeks to respond to that community engagement.

6. CONCLUSION

- 6.1 It is recognised that climate change and loss of biodiversity are very real challenges facing the planet, with there being very limited time left to take meaningful action. As a city, Brighton & Hove should be setting an example of how to both minimise our contribution to the problem and also prepare to mitigate and adapt to climate change. This funding will not fix all of these issues, meaning we need to focus the spend in a planned and strategic manner to deliver maximum benefits.
- 6.2 For this reason this report sets out a proposed allocation of resources to guide this work and create a Sustainability and Carbon Reduction Investment Fund that can help the city council to take a lead in this area.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 Two separate recurrent revenue funding allocations totalling £190k were approved as part of the 2019/20 budget at Budget Council on 28th February 2019. This report sets out how this funding will be used to develop the capacity of the Sustainability Team to deliver the strategies, policies, projects and initiatives in accordance with approved purposes.
- 7.2 Capital funding of £500k towards investment in sustainability and carbon reduction was approved as part of the 2019/20 budget. This funding will be used to create a Sustainability and Carbon Reduction Investment Fund as detailed in this report. Individual projects and initiatives delivered through the fund will need to be approved through either the Targeted Budget Management approval process for capital schemes or through separate scheme reports to Policy, Resources & Growth Committee. It is anticipated that the funds will enable the city council to access other external funding sources, such as being used for match funding; external funding is potentially an important source of income, but funding conditions need to be carefully considered to ensure that they are compatible with the aims and objectives of the council.
- 7.3 The report also details the capital funding of £565k towards the installation of solar panels on corporate buildings approved as part of the 2019/20 budget. The capital budget will be funded from borrowing under the Prudential Code. Schemes will be based on individual business cases that demonstrate affordability through revenue savings and require approval through the Targeted Budget Management approval process for capital schemes.

Finance Officer Consulted: Steven Bedford

Date: 06/03/19

Legal Implications:

- 7.4 The legal implications of the projects will be considered on a case by case basis. The council has range of statutory powers including a general power of competence which is likely to enable the council to carry out projects which address the themes outlined in this report.

Lawyer Consulted:

Alice Rowland

Date: 06/03/19

Equalities Implications:

- 7.5 Equalities implications will be assessed throughout project development and delivery. Projects will produce an Equalities Impact Assessment (EIA), as appropriate, as part of the project planning stage.

Sustainability Implications:

- 7.6 Sustainability implications are covered in the body of the report.

Any Other Significant Implications:

- 7.7 None identified

