Brighton & Hove City Council

Appendix 1:
2019-20 Council Corporate KPIs - year-end results

Period: Apr-19 - Mar-20

INDICATOR	UNIT	TARGET	ACTUAL	STATUS

2019-20 Economy Environment & Culture - Council (Corporate)

| **% of household waste sent for reuse, recycling and composting (3 month lag) [Corporate - council]** | % | 37.00 | 29.50 | AMBER
Improving |

Position:
Between April 19 and Dec 19 - 29.5% of the household waste in the city was sent by the Authority for reuse, recycling, composting or anaerobic digestion. This equates to 22,947 tonnes (source Waste Data Flow reports).
The trend of this result on a quarterly basis were:
2017/18: Q1 - 29.1%, Q2 - 28.7%, Q3 - 28.5% and Q4 - 28%
2018/19: Q1 - 30.4%, Q2 - 28.9%, Q3 - 28.1% and Q4 - 29.24%
2019/20: Q1 - 30.7%, Q2 - 29.2%, Q3 - 28.7%
The target for 2019/20 was set at 37% this was the comparator average in Dec 18.

The annual trend for the performance indicator is:
2010/11 = 27.7%
2011/12 = 28.1%
2012/13 = 26.8%
2013/14 = 25.8%
2014/15 = 25.2% (26,358 tonnes recycled out of 104,433 tonnes HH waste)
2015/16 = 24.6% (25,835 tonnes recycled out of 105,223 tonnes HH waste)
2016/17 = 27.0% (28,557 tonnes recycled out of 105,921 tonnes HH waste)
2017/18 = 28.6% (29,745 tonnes recycled out of 104,135 tonnes HH waste)
2018/19 = 29.2% (30,030 tonnes recycled out of 102,885 tonnes HH waste)

Commentary:
The City Environment Modernisation Programme is developing a sustainable future for the service in the context of reducing council budgets, increases in customer demand and an expanding service offer.

Many projects within the Programme will have an impact on the percentage of waste sent for reuse, recycling and composting:
•   The Increasing Recycling Project is improving how the council communicates with and educates the city on recycling. Through collaboration with stakeholders, activities and resources will be designed to improve the city's recycling rates.
•   The rollout of more recycling wheelie bins will enable residents to recycle more
•   The Round Restructure Project will ensure the service is reliable and resilient to ensure collections are made on the scheduled day, removing the need for recycling materials to be placed in refuse containers if the collection is missed

Recent actions delivered include:
•   Work to support the introduction of a food waste trial.
•   Commissioning an organisation to carry out a waste composition analysis to better understand the types of waste in the refuse stream to develop targeted projects and communication.
•   Sending a recycling leaflet, depicting what can and cannot be recycled, out with council tax bills.
•   Approval of an additional £33,960 from the Sustainability & Carbon Reduction Investment Fund to support community composting
•   Approval to bring the bulky waste service in-house with an intention that more bulky items are reused and recycled

Actions:

1. Improve the collections of domestic recycling through the Round Restructure Project (Head of Operations, Sept 20)

2. Deliver the Increasing Recycling Project (Head of Service Improvement & Modernisation, Sept 20)

3. Continue rollout of recycling wheelie bins (Head of Service Improvement & Modernisation, ongoing)

4. Begin taking on new garden waste customers (Business Development Manager, May 20)

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
Missed refuse collections per 100,000 collections [Corporate - council]	**No.**	**154.00**	**395.00**	RED **Declining**

Position:

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

The year to date performance trend is:

Apr to Jun 2017 = 40 per 100,000

Apr to Sep 2017 = 62 per 100,000

Apr to Dec 2017 = 57 per 100,000

Apr to Mar 2017 = 79 per 100,000

Apr to Jun 2018 = 215 per 100.000

Apr to Sep 2018 = 195 per 100.000

Apr to Dec 2018 = 171 per 100,000

Apr to Mar 2019 = 171 per 100,000

Apr to Jun 2019 = 159 per 100,000

Apr to Sep 2019 = 402 per 100,000

Apr to Dec 2019 = 354 per 100,000

Apr to Mar 2020 = 395 per 100,000

The target was set at 154 to represent a 10% improvement in the 2018/19 performance levels to reflect the impact of the changes being implemented. The changes have made reporting missed collections easier and more reliable than it has been as the trend shows.

Commentary:

The missed collection rate has increased slightly in Q4.

Responding to the Covid-19 situation has had an impact on missed collections towards the latter part of Q4. With a significant number of staff in self-isolation, agency staff have been deployed to cover rounds who are not as familiar with routes. Furthermore, social distancing measures have meant rounds are taking longer to complete, resulting in some work not being completed and leading to missed work.

During the earlier part of Q4 the service continued to experience a higher than normal number of vehicle breakdowns and a high number of driver shortages caused by sudden and unexpected sickness; agency staff were deployed.

These statistics do not take account of "lockouts". Lockouts relate to bins that have not been put out. Resources have been prioritised during the Q4 period to deal with service issues, rather than data input (the impact of lockouts on this performance level is not expected to be that large). The service is reviewing the process of capturing lockout information and are exploring a technical solution.

Next Steps:

1.   Improve the collections of domestic refuse through the Round Restructure Project (Head of Operations, Sep 20)

2. Review and find solutions for persistent missed collections (Head of Operations, June 20)
3. Explore options for improving service delivery through technology (Head of Service Improvement & Modernisation, Sep 20)

Missed recycling collections per 100,000 collections [Corporate - council]	No.	303.00	1,089.00	RED **Declining**

Position:

This is calculated as: Total Missed Collections/(Total Number of Expected Collections/100000) The target was set at 303 to represent a 10% improvement in the 2018/19 performance levels to reflect the impact of the changes being implemented. The changes have made reporting missed collections easier and more reliable than it has been as the trend shows.

Year to date performance trend:

Apr to Jun 2017 = 53
Apr to Sep 2017 = 131
Apr to Dec 2017 = 136
Apr to Mar 2018 = 175
Apr to Jun 2018 = 319
Apr to Sep 2018 = 452
Apr to Dec 2018 = 370
Apr to Mar 2019 = 337
Apr to Jun 2019 = 444
Apr to Sep 2019 = 992
Apr to Dec 2019 = 852
Apr to Mar 2020 = 1089

Commentary:

The missed collection rate has increased significantly in Q4.

Responding to the Covid-19 situation has had an impact on missed collections towards the latter part of Q4. Recycling collections were suspended from 23/03/2020 to 27/03/2020, with limited collections from 28/03/2020 to 03/04/2020 while we prioritised refuse over recycling for public health reasons. Missed collections continued to be reported during this time and have been included in the Q4 figures.

Furthermore, during the earlier part of Q4 the service continued to experience a higher than normal number of vehicle breakdowns and a high number of driver shortages caused by sudden and unexpected sickness; agency staff were deployed.

These statistics do not take account of "lockouts". Lockouts relate to bins that have not been put out or cannot be collected because they are contaminated. Resources have been prioritised during the Q4 period to deal with service issues, rather than data input (the impact of lockouts on this performance level is not expected to be that large). The service is reviewing the process of capturing lockout information and are exploring a technical solution.

Next Steps:

1. Improve the collections of domestic recycling through the Round Restructure Project (Head of Operations, Sep 20)
2. Review and find solutions for persistent missed collections (Head of Operations, June 20)
3. Explore options for improving service delivery through technology (Head of Service Improvement & Modernisation, Sep 20)

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
% of streets inspected which are found to have widespread or heavy levels of litter [Corporate - council]	%	3.20	4.40	🟢🟠🔴 RED **Declining**

Position:

Between January and March 2020, 4.4% of the streets checked had litter levels which were below grade B using the national measure 'Street and environmental cleanliness: Litter'. This process grades streets and other areas of land on the following scale for litter:

• Grade A – no litter or refuse (66.7%);

• Grade B – predominantly free of litter and refuse except for some small items (28.9%);

• Grade C – widespread distribution of litter and refuse, with minor accumulations (3.3%);

• Grade D – heavily littered, with significant accumulations (1.1%).

The target has been set at 3.2% to maintain 2018/19 outturn performance levels as there is no comparative information available.

The quarterly trend for this result is:

Apr to Jun 2017 = 4.1%

Jul to Sep 2017 = 4.2%

Oct to Dec 2017 = 4.1%

Jan to Mar 2018 = 4.3%

Apr to Jun 2018 = 6.5%

Jul to Sep 2018 = 3.8%

Oct to Dec 2018 = 3.2%

Jan to Mar 2019 – N/A

Apr to Jun 2019 – N/A

Jul to Sep 2019 = 3.3%

Oct to Dec 2019 = 7.8%

Jan to Mar 2020 = 4.4%

Commentary:

The results for this indicator are gathered via visiting a selection of 90 streets each quarter. Each street is graded ranging from Grade A (clean) to Grade D (heavily affected), with the Grades then aggregated to produce an overall percentage.

Each quarter, different streets are visited, which is why there can be a considerable difference in the %. Seasonal variations will also have an impact e.g. windy weather may lead to litter on the street from litter bins and wheelie bins.

Littering is an offence as per the Environmental Enforcement Framework. Fines will be issued to anyone caught littering. At Budget Council in February 2020, Councillors agreed to increase the fine amount to its maximum for this offence - £150. Additional Environmental Enforcement Officers have been recruited and the team is fully staffed, the service was suspended during the initial lockdown period however it has been recently agreed by members to resume the full service.

Actions:

1. Install CCTV in hotspots across the city to help address flytipping (Head of Operations, July 2020)

2. Environmental Enforcement Officers to be deployed to the beach and to issue fines for littering (Head of Operations, July 2020)

3. Communications team using social media to remind the public not to litter and of potential fines for littering (Communications Officer, ongoing)

4. Three new mechanical sweepers to support cleansing activities across the City (Head of Operations, starting June 2020)

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
The speed of determining applications for major development [Corporate - council]	%	88.50	88.89	GREEN **Declining**

Position:

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

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

Mar 2018 = 96.83% (61 applications determined in time, 63 applications determined)
Jun 2018 = 96.61% (57 applications determined in time, 59 applications determined)
Sep 2018 = 93.44% (57 applications determined in time, 61 applications determined)
Dec 2018 = 93.44% (57 applications determined in time, 61 applications determined)
Mar 2019 = 92.19% (59 applications determined in time, 64 applications determined)
Jun 2019 = 90.00% (63 applications determined in time, 70 applications determined)
Sep 2019 = 91.03% (71 applications determined in time, 78 applications determined)
Dec 2019 = 90.14% (64 applications determined in time, 71 applications determined)
Mar 2020 = 88.89% (64 applications determined in time, 72 applications determined)

The target was set at 88.5% which is CIPFA comparator average.

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

Commentary:

The local target is set significantly higher than the national target to reflect CIPFA comparators . The recent dip in performance is attributed to the number of majors being small so one or two applications can have a greater impact on the performance outcome. The Service is comfortably meeting nationally set KPI (60%) and has been consistently exceeding this target, both by determining applications within 13 weeks or by agreeing extensions of time or Planning Performance Agreements (PPAs) with applicants.

Actions:

1) Continue current working practices and agreeing extensions of time or Planning Performance Agreements (PPAs) with applicants (Planning Manager, ongoing)
2) Work on streamlining PPAs and the pre-app process to encourage developers to use the process. This will mean applications are more likely to be right first time before the formal process of the application commences and to avoid delays in the application through negotiation and amendments as much as possible.   (Planning Managers, Service Development Manager & Major Apps Team Leaders, June 2020)
3) Continue to monitor performance (Planning Managers & Major Apps Team Leaders, ongoing)
4) With assistance from the Service Development Manager, implement project management approach to dealing with major applications to assist with processing of applications and reflection on how to improve to ensure performance is maintained. (Planning Manager, June 2020)

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
The speed of determining applications for non-major development [Corporate - council]	%	86.10	81.70	AMBER **Improving**

Position:

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

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

Mar 2018 = 85.63% (3431 applications in time, 4007 applications determined)
Jun 2018 = 81.32% (3152 applications in time, 3876 applications determined)
Sep 2018 = 77.01% (2800 applications in time, 3636 applications determined)
Dec 2018 = 74.85% (2803 applications in time, 3745 applications determined)
Mar 2019 = 74.24% (2795 applications in time, 3765 applications determined)
Jun 2019 = 74.24% (2743 applications in time, 3695 applications determined)
Sep 2019 = 76.65% (2810 applications in time, 3666 applications determined)
Dec 2019 = 78.81% (2934 applications in time, 3723 applications determined)
Mar 2020 = 81.70% (3077 applications in time, 3766 applications determined)
The target of 86.1% has been set using the average of our CIPFA nearest neighbours.
The government minimum standard for the speed of determining applications for non-major development is 70%.
Authorities performing below this are at risk of intervention from central government with applicants having the option of having decisions made by the Secretary of State.

Commentary:
Whilst the performance shows an upward trend of performance improvement and shows a 7% improvement on performance compared to the end of March 2019, the performance is still below the average comparator authorities.
Work continues to implement the actions of the Business Process Improvement plan and enhancements and reviews of how to use Uniform in the most efficient way. All of these initiatives are intended to make the process of determining applications more efficient and assist case officers to achieve a decision in 8 weeks.
In November 2018, the service introduced a Performance Action Plan, which is aimed to improving performance. This was revised and updated in April 2019 and was reviewed at the end of 2019. In January 2019, the team introduced a monthly target which set achievable targets per month to achieve 75% by the end of September 2019. This was achieved and a new target was set in October 2019 to continue to achieve improved performance for the end of September 2020. Team Leaders are working with case officers on an individual basis to improve performance. This has continued throughout the last quarter and assisted in achieving 81.70%.
To assist with reducing the on hand figure of applications, which will aid improving performance, the service engaged a third party to process 160 applications on behalf of the Local Planning Authority. This commenced in November 2019 and was due to complete by the end of March 2020. There are approximately 20 applications still to be processed. This initiative removed 160 of the oldest applications from the service to enable officers to focus on working on the applications as they are submitted to avoid further delays and an increase in the number of applications that are out of time. In the last quarter, we have introduced key tasks within the process that case officers need to meet, which will assist in issuing more timely decisions and enable officers to manage their work more effectively.
The reliance on EOTs does need to reduce overall moving into the performance period 2020 -2021, however these will need to continue as an interim measure to ensure performance targets are met. The average length of time to determine applications also needs to improve.

Actions:
1.   Revise and update the Performance Action Plan which aims to introduce a more streamlined and efficient service that is more customer focused. (Planning Managers & Team Leaders, monthly)
2.   Continue to work with case officers to implement key tasks to the process to ensure timely decisions (Team Leaders, June 2020)
3.   Continue work to implement electronic working and introduce electronic work flow - Enterprise (Information Manager, Planning Managers & Team Leaders, June 2020)
4.   Complete review of planning decisions and implement recommendations (Planning Managers & Team Leaders, June 2020)
5.   Ensure staff are working towards quantitative and qualitative measures identified in

INDICATOR	UNIT	TARGET	ACTUAL	STATUS

Performance Development Plans (PDPs) 2019, continual review in 121s, which will support staff to increase throughput of applications (Planning Managers/Team Leaders, on-going)

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
% major planning application decisions that are overturned at appeal [Corporate - council]	%	2.30	1.39	GREEN Improving

Position:

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

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

The trend of the 24 month result is:

Mar 2018 = 4.62% (Overturned at appeal = 3, Total decisions = 65)
Jun 2018 = 3.28% (Overturned at appeal = 2, Total decisions = 61)
Sep 2018 = 4.76% (Overturned at appeal = 3, Total decisions = 63)
Dec 2018 = 4.92% (Overturned at appeal = 3, Total decisions = 61)
Mar 2019 = 4.69% (Overturned at appeal = 3, Total decisions = 64)
Jun 2019 = 2.86% (Overturned at appeal = 2, Total decisions = 70)
Sep 2019 = 1.28% (Overturned at appeal = 1, Total decisions = 78)
Dec 2019 = 1.41% (Overturned at appeal = 1, Total decisions = 71)
Mar 2020 = 1.39% (Overturned at appeal = 1, Total decisions = 72)

The Target is set at the average for England of 2.3% to reflect growth in major applications and therefore likely increase in appeal rate.)

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

Commentary:

Performance on this indicator continues to exceed the Government minimum standard and shows a small decrease of 0.02 in the percentage in the last quarter.

The service continue to improve and promote pre-application discussions, the use of Planning Performance Agreements (PPAs) and operating a positive planning service will reduce the number of appeals in the future.

There is a project underway to review the level of refusals and this will make recommendations for actions. This project is due for completion by summer this year and will address the number of appeals and the proportion overturned at appeal.

In addition, increased efficiencies introduced through improved uniform packages and continuing to implement measures identified in the BPI review will improve the service offer and allow greater opportunities to maximise negotiation during the course of the application and enhance the pre-application advice service with timely and quality responses.

Actions:

1) Continue to invest in pre-application discussions and Planning Performance Agreements (PPAs) to ensure schemes are submitted which are likely to result in a favourable recommendation to reduce the number of refusals and appeals (Planning Managers, ongoing);
2) Implement and review the findings of the group review of the pre-application process and training provided to officers in January 2020. (Planning Managers & Team Leaders, June 2020)
3) Monitor appeal decisions for trends to allow adaptation and flexibility in policy and decision making (Planning Managers, ongoing)
4) Review appeal decisions collectively at joint team meetings to enable reflection and learning

of appeal decisions (Principal Planning Officers, ongoing).
5) Bespoke appeal training (Team Leaders, spring 2020)
5) Review of decisions project (Planning Managers, June 2020)

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
% non-major planning application decisions that are overturned at appeal [Corporate - council]	**%**	**1.20**	**2.81**	RED **Declining**

Position:
This indicator measures the 24 month rolling result for the percentage of the total number of decisions made by the authority on applications for non-major development that are then subsequently overturned at appeal, once nine months have elapsed following the end of the assessment period.
The nine months specified in the measure enables appeals to pass through the system and be decided for the majority of decisions on planning applications made during the assessment period.
The trend of the 24 month result is:
Dec 2017 = 2.75% (Overturned at appeal = 115, Total decisions = 4185)
Mar 2018 = 2.70% (Overturned at appeal = 109, Total decisions = 4032)
Jun 2018 = 2.69% (Overturned at appeal = 105, Total decisions = 3904)
Sep 2018 = 2.79% (Overturned at appeal = 102, Total decisions = 3661)
Dec 2018 = 2.65% (Overturned at appeal = 100, Total decisions = 3776)
Mar 2019 = 2.52% (Overturned at appeal = 96, Total decisions = 3805)
Jun 2019 = 2.38% (Overturned at appeal = 89, Total decisions = 3739)
Sep 2019 = 2.56% (Overturned at appeal = 95, Total decisions = 3705)
Dec 2019 = 3.01% (Overturned at appeal = 113, Total decisions = 3759)
Mar 2020 = 2.81% (Overturned at appeal = 107, Total decisions = 3804)
The target is set at the average for our CIPFA comparator group at 1.20%
The government minimum standard (Designation threshold) for this KPI is 10%, we are well within this minimum. Authorities performing below this standard are at risk of designation which means intervention from central government with applicants having the option of having decisions made by the Secretary of State.

Commentary:
The government minimum standard for this KPI is 10%, we continue to be well within this minimum. However, the performance level continues to be worse (higher) than the average of our CIPFA comparator group, which has a percentage of 1.20%. The position has improved slightly over the performance reported last quarter from 3.01% to 2.81%

The service introduced customer service standards in October 2017, which included feedback and offering the opportunity to amend applications. This coupled with continuing to improve and promote pre-application discussions and moving towards a positive planning service will reduce the number of appeals in the long term. Some of this work has, however, been constrained by the continuing backlog of cases that the service holds. During the autumn of 2019, the service engaged the services of a third party to process 160 applications. This work was expected to be completed by the end of March 2020 but there are approximately 20 applications still to be cleared. The benefits of clearing this older work has though reduced officer caseloads, which means they have more time to negotiate applications, issue timely decisions and focus on quality pre-app discussions.   A much improved pre-application service will resolve matters at pre-application stage prior to applications being submitted.
Increased efficiencies introduced through improved uniform packages and continuing to implement measures identified in the BPI review will also improve the service offer and allow greater opportunities to maximise negotiation during the course of the application and enhance the pre-application advice service with timely and quality responses. In February, the service introduced key tasks to the application process that is intended to assist case officers manage

their caseloads in a project management approach, early checks are intended to assist with identifying issues early in the process to avoid delays or problems arising later. These tasks are also intended to maximise time within the application process to enable amendments to a scheme.

A review of decisions, to reduce the refusal rate and improve appeal performance is scheduled to take place in the spring/summer of 2020. In addition, bespoke appeal training is scheduled to take place in late Spring 2020 to improve appeal performance.

Actions:

1)   Continue to invest in pre-application discussions to ensure schemes are submitted which are likely to result in a favourable recommendation to reduce the number of refusals and appeals (Planning Managers, ongoing);

2)   Implement and review the findings of the group review of the pre-application process and training provided to officers in January 2020. (Planning Managers & Team Leaders, June 2020)

3)   Monitor appeal decisions for trends to allow adaptation and flexibility in policy and decision making (Planning Managers & Team Leaders, ongoing)

4)   Bespoke appeal training (Team Leaders, spring 2020)

5)   Review of decisions project (Planning Managers, June 2020)

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
In-year supply of ready to develop housing sites as per 2015-2030 trajectory [Corporate - council]	**%**	**100.00**	**80.00**	RED — **Declining**

Position:

Government policy requires the council to maintain on ongoing supply of at least five years of deliverable housing sites against the City Plan housing target. Due to previous under-delivery against the City Plan target, the Government requires the council to add 20% to its housing supply requirement to give greater confidence that the identified five year housing supply will be sufficient (see below). Based on the 2019 Strategic Housing Land Availability Assessment (SHLAA) Update (and including the additional 20% buffer), the council can currently demonstrate only 4.0 years of housing supply.

Commentary:

The figures presented in the 2019 SHLAA reflect the results of the Government's Housing Delivery Test which measures housing completions over previous years against the City Plan housing requirement. The Housing Delivery Test shows that housing delivery in Brighton & Hove over the past three years (2016-2019) has totalled only 70% of the City Plan annualised housing target. Since housing delivery has been below 85%, the National Planning Policy Framework (NPPF) requires that an additional 20% is added to the five year housing supply requirement. This results in a five year housing shortfall of 1,200 dwellings (equivalent to only 4.0 years housing supply). The NPPF also requires the council to prepare an Action Plan which assesses the causes of under-delivery and identifies actions to increase delivery in future years. The Council is working proactively to increase housing delivery through a range of actions including direct delivery of housing (New Homes for Neighbourhoods and Homes for Brighton & Hove (Living Wage Joint Venture), seeking Government funding such as through the One Public Estate programme (Hove Station area, Brighton General Hospital and the Moulsecoomb Hub), improving communication with housing providers (e.g through the Planning Agents Forum), initiatives to unblock privately owned housing sites, Planning Service improvements (Planning Modernisation Projects) and progressing towards adoption of City Plan Part Two.

Actions:

1. Implement Planning Modernisation Projects - 5 of 7 modernisation projects will contribute to providing a modern and positive planning service (Head of Planning - from March 2019).

2. Work in partnership with colleagues in City Regeneration and Housing Strategy to unlock

sites - support funding bids, support project management (Head of Planning - on going)
3. Prepare and adopt City Plan Part Two - provide a positive and streamlined planning policy framework that will support development. Meet milestones set out in the Local Development Scheme 2017 - 2020 (Head of Planning)
4. Council direct delivery of new housing through New Homes for Neighbourhoods and Homes for Brighton & Hove (Living Wage Joint Venture)
5. Prepare and implement the Housing Delivery Action Plan

2019-20 Families Children & Learning - Council (Corporate)

% of schools that are judged good or outstanding by Ofsted [Corporate - council]	%	**86.20**	**91.20**	GREEN **Declining**

Position:
As at the end of March 2020, 91.2% of schools in Brighton and Hove were judged to be good or outstanding. Since January one school was re-inspected the judgement remained unchanged. As part of the response to Covid-19, Ofsted will not be carrying out inspections of schools until further notice.

Trend is as follows:
Mar 2017 - 93.2%
Mar 2018 - 93.1%
Mar 2019 - 92.8%
July 2019 - 91.3%
Dec 2019 – 91.2%
Mar 2020 – 91.2%

The target shown (86.2%) is the current national average judged to be good or outstanding (currently March 2020).

These figures do not include new schools awaiting their first ever inspection, independent settings and non-maintained special schools, which Ofsted has a duty to inspect. When there is a conversion to an academy Ofsted now uses the judgement of the predecessor school. There are now 68 schools in Brighton and Hove since following reorganisation of the pupil referral units into one establishment.

Below is a breakdown of the percentage of schools judged good or outstanding by phase and comparison figures for England as at the end of March 2020:
All schools: 91.2% (England 86.4%, statistical neighbours 85.7%)
Nursery Schools: 100% (England 98.5%)
Primary: 90.4% (England 87.8%)
Secondary: 100% (England 76.4%)
Special: 66.7% (England 90.8%)
Pupil Referral Units: 100% (England 84.9%)
Colleges: 66.6% (Please note this is not included in the overall figure and includes the Greater Brighton Metropolitan College created through the merger of Northbrook College, Sussex and City College Brighton and Hove).
Non-maintained special schools 100% (Please note this is not included in the overall figure.)

Below is a breakdown of the percentage of pupils in good or outstanding schools as at the end of March 2020.
All schools: 93.9% (England 85.4%, statistical neighbours 86.7%)
Nursery Schools: 100% (England 98.6%)
Primary: 89.9% (England 88.5%)
Secondary: 100% (England 80.5%)

Special: 88.5% (England 93.4%)
Pupil Referral Units: 100% (England 79.1%)

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

Actions:
All actions have been put on hold due to Covid 19 response. The actions therefore still remain however no date can currently be put on. Education and these programs cannot currently take place due to the closure of schools except for childcare and home learning. Ofsteds are not taking place and there will be no primary assessments this summer. Although GCSEs are being estimated for individuals there will be no published school or LA measures. Once schools open fully, deadlines for the following actions can be ascertained.

1. Support all Requires Improvement schools and ensure they have robust improvement plans and support. These are monitored through School Improvement Boards. (Head of Education, Standards and Achievement)
2. All schools will be monitored carefully and any schools that become vulnerable to RI will be supported and challenged through a School Improvement Board. (Head of Education, Standards and Achievement)
3. Implement new revisions too categorisation process so that schools in most need are prioritised for support and challenge effectively (Head of Education, Standards and Achievement
4. Implement newly designed "Know Your School Well" visit process to ensure process can be further improved. (Head of Education, Standards and Achievement)

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
The average Progress 8 score of all pupils attending state funded schools at the end of Key Stage 4 [Corporate - council]	No.	-0.03	-0.08	AMBER Not comparable with 2018/19

Position:
The Progress 8 score in Brighton and Hove was -0.08 in the 2018/19 academic year.

This result is not directly comparable to earlier years because new GCSEs awarded 9-1 grades have been introduced for some subjects. The Brighton and Hove Progress 8 score was -0.02 in 2017/18 academic year and -0.15 in 2016/17.

The target shown is the national result.

The national Progress 8 score was -0.03, the statistical neighbour average was -0.01, and the south east coastal strip average -0.14. The bottom scoring 25% of local authorities scored lower than -0.16.
The target shown is the national result. The target for 2018/19 was to be above both national and stat neighbour performance.

Attainment 8
The 2018/19 Attainment 8 score for Brighton & Hove was 47.6. This result is not directly comparable to last years because new GCSEs awarded 9-1 grades have been introduced for

some subjects.

The national result for 2018/19 was 46.8, the statistical neighbour average was 48.0, and the south east coastal strip average was 45.3. The 'South East coastal strip' comparator group comprises of Medway, Kent, West Sussex, Brighton & Hove, East Sussex, Portsmouth, Southampton, Hampshire and Isle of Wight.

Progress 8 is key measure that shows how well schools are performing with the cohort of children they are working with. A positive result shows better than expected progress and a negative result shows worse than expected progress; when comparing KS4 results with other schools whose pupils achieved similar results for KS2 attainment. The target is to be above the national result.

Attainment 8 is separate measure which better measures the outright attainment of pupils. It is a single number which represents average performance of all pupils across 8 GCSEs and equivalent qualifications at the end of secondary school, with extra weightings given to English, and Maths.

The percentage of pupils that achieved a strong pass (grade 5 and above) in English and maths for Brighton & Hove was 47% for the 2018/19 academic year. National was 43%, the statistical neighbour average 46% and the coastal strip average 41%. For Brighton & Hove in 2017/18 the percentage of pupils achieving a strong pass (grade 5 and above) in English and maths was 47%. All data is final release data as published by the DfE.

Commentary:
Although off target, Performance in Brighton and Hove is broadly in line with national performance for most progress. There is an ongoing commitment to school improvement within the LA and across Brighton and Hove's Education Partnership.

Any schools where standards are low or pupils have 'below average' progress, that carries statistical significance compared to national, has a school improvement board or system to monitor improvements. At these meetings there is challenge, and support is agreed and brokered.

All schools have had data reviewed since August with a School Partnership Adviser and actions have been agreed in partnership with the school as a result. This may be then escalated into a school improvement board.

All schools have had data reviewed since August with a School Partnership Adviser and actions have been agreed in partnership with the school as a result. This may be then escalated into a school improvement board.

Actions:
All actions have been put on hold due to Covid 19 response. The actions therefore still remain however no date can currently be put on. Education and these programs cannot currently take place due to the closure of schools except for childcare and home learning. Ofsteds are not taking place and there will be no primary assessments this summer. Although GCSEs are being estimated for individuals there will be no published school or LA measures .

Once schools open fully, deadlines for the following actions can be ascertained.

1. Schools that have significantly below average attainment have regular meetings with Head of Education, Standards and Achievement to review progress. (Head of Education Standards and Achievement)

2. Continue to identify focus schools and set robust challenge and support for improving disadvantaged pupil outcomes following mock results. (Head of Education, Standards and Achievement)

3. Revise the categorisation to have two "know your school visits" which will provide improved focus on outcomes for disadvantaged (Head of Education, Standards and Achievement);

4. Implement newly designed "Know Your School Well" visit process to ensure process can be further improved. (Head of Education, Standards and Achievement)

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
The average Progress 8 score of disadvantaged pupils attending state funded schools at the end of Key Stage 4 [Corporate - council]	**No.**	**-0.45**	**-0.70**	🟢🟤🔴 R E D **Not comparable with 2018/19**

Position:
The Progress 8 score for disadvantaged pupils in Brighton and Hove was -0.70 in the 2018/19 academic year.

This result is not directly comparable to last year's, because new GCSEs awarded 9-1 grades have been introduced some subjects. The Brighton and Hove Progress 8 score was -0.57 in 2017/18 academic year and -0.79 in 2016/17.

The target shown is the national result.

The national result was -0.45, the statistical neighbour average was -0.55, and the south east coastal strip was -0.68. The bottom scoring 25% of local authorities scored lower than -0.63.

Progress 8 is key measure that shows how well schools are performing with the cohort of children they are working with. A positive result shows better than expected progress and a negative result shows worse than expected progress; when comparing KS4 results with other schools whose pupils achieved similar results for KS2 attainment. The target is to be above the national result.

Attainment 8
Attainment 8 is separate measure which better measures the outright attainment of pupils. It is a single number which represents average performance of all pupils across 8 GCSEs and equivalent qualifications at the end of secondary school, with extra weightings given to English, and Maths. The Attainment 8 score for disadvantaged pupils in Brighton & Hove was 33.7 in the 2018/19 academic year. The national result for disadvantaged pupils was 36.8, the statistical neighbour average was 34.9, and the south east coastal strip was 33.6. These results also cannot be compared to previous years because of changes in GCSE grading. All data is final release data as published by the DfE.

Commentary:
Outcomes for disadvantaged pupils clearly remain a significant challenge for this city however information now suggests gains particularly at KS4. The 'Reducing the Difference Strategy' therefore continues to be implemented in Brighton and Hove and is likely to remain a key priority for some time.
There is increasing evidence through the autumn term school visits that schools are much more aware of this as a priority and are much more skilled in tracking, monitoring and intervening to address underperformance. There is also evidence through the School Improvement Board meetings in schools, through Head teacher conferences and events and in data tracking exercises that the schools are monitoring more forensically and prioritising more rigorously the performance of disadvantaged groups. Further evidence to support this also comes from Ofsted inspections over the last 12 months. The Local Authority (LA) are uncertain how much this will be translated into quantifiable gains moving forward and are still awaiting more detailed data to be released in January 2020. It is also clear that impacting on progress outcomes is a long-term intervention and it is unlikely that improvements will necessarily be seen immediately within an academic year.
A pupil premium group has now been formed in secondary schools but has yet to deliver on pupil premium review. This however has now commenced but in early stages. It has been supported by a senior leader seconded to the Local Authority for 1 day per week and Pavilion and Downs Teaching School. Further actions are to be planned in the autumn term.
The Head of Education, Standards and Achievement has met with all secondary heads to further highlight issues with data and presented detailed data and findings from analysis.

Individual school partnership adviser visits have further followed up and examined data closely in autumn term visits.

The data team will complete further analysis of data and this has been shared at primary headteachers meeting and with School Partnership Advisers.

A key challenge for this area is limited funding for schools and the LA. It is also clearly an issue that is not likely to be addressed by schools alone.

Actions:

All actions have been put on hold due to Covid 19 response. The actions therefore still remain however no date can currently be put on. Education and these programs cannot currently take place due to the closure of schools except for childcare and home learning. Ofsteds are not taking place and there will be no primary assessments this summer. Although GCSEs are being estimated for individuals there will be no published school or LA measures. Once schools open fully, deadlines for the following actions can be ascertained.

1. Continue to identify focus schools and set robust challenge and support for improving disadvantaged pupil outcomes following mock results (Head of Education, Standards and Achievement)
2. Further embed a secondary pupil premium group and deliver pupil premium reviews in secondary schools along and agree further actions to support improvement (Head of Education Standards and Achievement
3. Continue to provide training to governing bodies to enable them to track and challenge the impact of pupil premium spend on outcomes for disadvantaged groups. (Head of Education, Standards and Achievement)

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
The average Progress 8 score of children in care in state funded schools at the end of Key Stage 4 [Corporate - council]	No.	-1.23	-1.79	RED **Not comparable with 2018/19**

Position:

The Progress 8 score for children in care pupils in Brighton and Hove was -1.79 in the 2018/19 academic year. This includes the results for 23 children in care. 8 other children in care did not have results from primary school that are needed for progress to be measured. The total cohort of children in care for 12 months or more at the 31st of March 2019 is 31.

Progress 8 measures the progress pupils have made between key stage 2 and key stage 4. A progress score of -1 is on average one grade below national in ten qualifications. A progress score of -0.1 is on average one grade below national in one out of ten qualifications.

This result is not directly comparable to last year's, because new GCSEs awarded 9-1 grades have been introduced some subjects. In 2017/18 the Progress 8 score for children in care was -1.52 and in 2016/17 the score was -1.6.

The current national average Progress 8 score for children in care was –1.23, the statistical neighbour average was -1.31 for 2018/19. and the South East was -1.36.

The target shown is based on the statistical neighbour average.

With a Progress 8 score below -1.47, Brighton & Hove was in the lowest quarter of local authority results.

Progress 8 aims to capture the progress a pupil makes from the end of key stage 2 to the end of key stage 4. It compares pupils' achievement – their Attainment 8 score – with the average Attainment 8 score of all pupils nationally who had a similar starting point (or 'prior attainment'), calculated using assessment results from the end of primary school.

Attainment 8 is also measured, looking at the average achievement of the 31 children in care

(continuously for one month) in up to 8 qualifications. The average Attainment 8 score for children in care is 17.2 for Brighton and Hove, compared to 19.2 nationally, and 17.2 for the south east for children in care. The 2018/19 result for all pupils is 47.6 in Brighton & Hove and 44.7 nationally.

Commentary:
There are only 23 children included in the Progress 8 measure, and it is important to note that the average progress 8 score can therefore be skewed by a small number of children with low progress.

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

The Virtual School places a large emphasis on supporting schools to support a child rather than just working directly with individuals and finances are allocated from the pupil premium to support tuition for Y10s and 11s.

The biggest risk to academic progress for any individual child is that of instability in their own lives this means the termly educational planning meetings (known as PEP, Personal Education Planning) between social worker and schools are key and these are being supported for children who are having most difficulty by Virtual School Staff.

Deep dive reviews continue to be an effective way to identify children who are underachieving; this in turn not only informs interventions but also feeds into how we challenge schools and request support.

Visits to the head teachers of schools with the largest number of children in care were carried out in the autumn and spring terms; these enable further support to be explored; progress (and exclusions) to be challenged and good practice to be shared.

The Virtual school is working more closely and in a more structured way with BHISS; training is shared and meetings are scheduled to discuss children targeted as not achieving, so that information can be shared effectively and so that children in care and children previously in care receive the "in school" support they require as a priority.

The ePEP has been live since September 2019 and PEP compliance has increased from 52% in summer 2019 to 75% in December 2020. The ePEP will provide an effective way to identify cohorts of children who are not progressing.

Training has been delivered to all social care pods so that social workers are kept informed with key educational messages and are supported with use of the ePEP.

All young people in years 10 and 11 who are not progressing have a bespoke action plan in place, in agreement with their school.

A regular meeting program between the Virtual School, SEN and BHISS teams has been established, so that the support from each of these services is joined up and supporting children in care in a timely manner.

The Virtual School delivered a presentation to governors to highlight the impact of trauma and attachment issues on learning; to clarify the role they play in ensuring their schools are meeting the needs of children in care.

Actions:
1. Ensure children and young people are supported with the resources they need to engage with learning at home. (Lead of the Virtual School, summer term)
2. Deliver a Virtual School summer conference which shares good practices to support the progress made by children in care (Lead of the Virtual School, summer term).
3. Provide additional tuition in Maths and English for any students identified as not making sufficient progress. (Lead of the Virtual School, throughout the year).
4. Further utilise the on-line and interactive learning opportunities, in order to engage those young people who find it difficult to engage with one-to-one tutoring. (Lead of the Virtual School, throughout the year).
5. Continue to deliver revised training to all social care pods on new developments in education

and current priorities, including attendance (Lead of Virtual School, throughout the year).

6. Support and challenge the progress of children in care in KS4 through school visits and designated teacher training events. (Lead of Virtual School, throughout the year).

7. Support teachers and social workers to use the ePEP to support the progress of children in care and use the ePEP to more efficiently track progress and the impact of interventions . (Lead of Virtual School, throughout the year).

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
% of all pupils attending state funded schools achieving the 'expected standard' in reading, writing and maths at the end of key stage 2 [Corporate - council]	%	**65.00**	**67.00**	GREEN **No change**

Position:

Revised and final 2018/19 results show that 67% of all pupils in Brighton & Hove achieved the expected standard in the reading test, writing teacher assessment and maths test.

This compares to 67% in 2017/18 and 64% in the 2016/17.

The target is to be higher than the national average of 65% (an increase against the previous year's national figure of 61%).

The 2018/19 statistical neighbour average is 66%.

Progress scores monitor schools' performance with the cohort of children they are working with . Most schools will have progress scores between -5 and +5. A progress score of 0 means that, on average, pupils achieved similar results at the end of KS2 to pupils in other schools with similar results at the end of KS1. A positive progress score means that, on average, pupils made more progress than pupils with similar results at the end of KS1, in other schools.

The latest KS1 to KS2 Brighton and Hove progress data below are revised from 2018/19. National progress scores are 0.0 each category. Local authorities have scores between +3 and -3.

Reading Progress +0.6 (Previous Year +0.5)

Writing Progress -0.1 (Previous -0.7)

Maths Progress -0.5 (Previous Year -0.5)

Commentary:

Attainment can be considered high in Brighton and Hove. Despite the increase in the national average, Brighton and Hove has remained well above in terms of attainment.

The reading outcomes demonstrate this as an ongoing area of strength in the city. Maths is in line with the National Average but remains an area of improvement.

The system for monitoring and categorisation has now had further refinements and will be implemented in new academic year. This allows even more accurate ways of identifying schools in need of support throughout the year. This School Partnership Adviser led model of categorisation supports and challenges primary schools to improve standards. Partnership chairs have and will remain more involved in this process. School Improvement Boards are in place for higher support schools. School to school, teaching schools and national leaders of education also support improvements within Brighton Schools.

A maths project has supported 12 schools this year. A further 8 schools have been supported with an LA lead programme. Writing progress has become more of a challenge following 2018 results and training has now been delivered this to support schools. Further projects for writing are currently being planned in partnership with teaching schools.

Actions:

All actions have been put on hold due to Covid 19 response. The actions therefore still remain however no date can currently be put on. Education and these programs cannot currently take place due to the closure of schools except for childcare and home learning. Ofsteds are not taking place and there will be no primary assessments this summer. Although GCSEs are being estimated for individuals there will be no published school or LA measures .

Once schools open fully, deadlines for the following actions can be ascertained.

1. Further support and challenge will be given to schools via new know your school visits (Head of Education, Standards and Achievement)
2. Implement writing program for targeted schools (Head of Education, Standards and Achievement)
3. Revise ECAR program (Head of Education, Standards and Achievement)

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
% of disadvantaged pupils attending state funded schools achieving the 'expected standard' in reading, writing and maths at the end of key stage 2 [Corporate - council]	**%**	**51.00**	**50.00**	AMBER **Improving**

Position:
The percentage of Brighton & Hove disadvantaged pupils making the 'expected level' in 2018/19 (which is achieving the expected standard in the reading test, writing teacher assessment and the maths test) was 50%. Disadvantaged pupils are those pupils eligible for free school meals in the last six years; or looked after continuously for 1 day or more; or formerly in care and recorded as such in school census).
There has been a 3-percentage point increase in performance this year, compared to the previous academic year where performance was 47%.
The target for 2018/19 was to be above national results for disadvantaged pupils, which were 51%. The stat neighbour result was 48%.
The DfE comparison group for disadvantaged pupils is other (non-disadvantaged) pupils nationally. The revised non-disadvantaged figure was 72%.

Commentary:
Outcomes for disadvantaged pupils clearly remain a significant challenge for this city. The 'Reducing the Difference Strategy' therefore continues to be implemented in Brighton and Hove and is likely to remain a key priority for some time. Part of this strategy aims to improve outcomes for disadvantaged at KS2.
There is increasing evidence through the Autumn term's 'Know Your School visits' that schools are much more aware of this as a priority and are much more skilled in tracking, monitoring and intervening to address underperformance. There is also evidence through the School Improvement Board meetings in schools, through Head teacher conferences and events and in data tracking exercises that the schools are monitoring more forensically and prioritising more rigorously the performance of disadvantaged groups. Further evidence to support this also comes from Ofsted inspections over the last 12 months. The LA are uncertain how much this will be translated into quantifiable gains in 2019 and are still awaiting more detailed data to be released in January 2020. It is also clear that impacting on progress outcomes is a long-term intervention and it is unlikely that improvements will necessarily be seen immediately within an academic year.
School partnership adviser visits have visited all schools and examined data closely in autumn term visits. This visit both challenges and supports. The schools have been through a categorisation process so that schools that are not performing as well are given appropriate support.

A key challenge for this area is limited funding for schools and the LA. It is also clearly an issue that is not likely to be addressed by schools alone. A recent presentation was given by the Interim Executive Director Families, Children & Learning to highlight how this is a whole council issue.

Actions:

All actions have been put on hold due to Covid 19 response. The actions therefore still remain however no date can currently be put on. Education and these programs cannot currently take place due to the closure of schools except for childcare and home learning. Ofsteds are not taking place and there will be no primary assessments this summer. Although GCSEs are being estimated for individuals there will be no published school or LA measures.
Once schools open fully, deadlines for the following actions can be ascertained.

1. Re-examine and update City Strategy on Reducing the Difference for Disadvantaged Pupils (Head of Education, Standards and Achievement)
2. Continue to improve and then provide further training to governing bodies to enable them to track and challenge the impact of pupil premium spend on outcomes for disadvantaged groups. (Head of Education, Standards and Achievement,)
3. Revise the categorisation to have two "know your school visits" which will provide improved focus on outcomes for disadvantaged (Head of Education, Standards and Achievement)

Number of children in care [Corporate - council]	No.	385.00	379.00	GREEN
		Target better than comparators		**Improving**

Position:
There are 379 children in care (CIC) at 31st March 2020.

The quarter by quarter trend is:
Mar 2020 - 379
Dec 2019 - 377
Sep 2019 - 385
Jun 2019 - 382
Mar 2019 - 393
Dec 2018 – 380
Sep 2018 - 394
Jun 2018 - 400
Mar 2018 - 418
Dec 2017 - 414

Since 2010, the highest number of CiC was 515 in November 2011 and the lowest number was 377 at December 2019. The annual figure reported last year in March 2019, was 393.

The aim and target shown is to reduce children in care to 422 (82.2 per 10,000 children), which is the average for our 10 nearest authorities in terms of contextual factors based on Public Health analysis of deprivation, alcohol, drugs and mental health.

The CIC rate per 10,000 is 73.9 at March 2020, down from 76.6 per 10,000 at March 2019. This is below the March 2018 contextual neighbour average (89.6), and above the national average (64) and statistical neighbour average (65). The South East average rate per 10,000 children rose from 61.3 in Quarter 3 2017/18 to 62.8 Quarter 3 2018/19.

There are 34 Unaccompanied Asylum-Seeking Children (UASC) in care (9% of the total), down from 38 (9.6%) at March 2019. The number of CIC excluding UASC is down from 356 at December 2018 to 345 at March 2020 – a decrease of 11 children.
218 (57.5%) of CiC are male, up from 55.6% at March 2019 and in-line with the national average of 56%. 161 (42.5%) of CiC are female.
115 (30.3%) of CiC are not White British. If UASC are excluded, the percentage of CiC that are not White British is 24.1%. 21% of children aged under 18 in Brighton and Hove were not White British at the time of the 2011 census.
159 children became looked after during the year ending 31st March 2020, down from 162

during the previous 12 months. Of the children becoming looked after during the year ending 31st December 2019, 15% were aged under 1, 19% were aged 1 to 4, 14% were aged 5 to 9, 34% were aged 10 to 15 and 18% were aged 16 and over.

175 children ceased to be in care during the year ending 31st March 2020, down from 187 during the previous 12 months. Of these children, 28% returned to live with parents or relatives (up from 24% in the previous 12 months), 9% were adopted (down from 13%), 17% were subject to a Special Guardianship Order (up from 13%), 10% ceased care for any other reason – the majority of which is the young person reaching 18 and becoming a care leaver (the same as the previous 12 months).

Commentary:
Performance is above target, noting a slight increase of 2 children since the end of December 2019 It is thought that positive performance is a reflection of the success of the model of social work practice, as it is embedded in day to day social work practice with children and families to keep children safe within their families. It may also reflect some of the changing demography of the city and the impact of changes in the benefits system e.g. Universal Credit and housing benefit, resulting in families being placed / moving out of the city.
Whilst acknowledging the trajectory is currently reducing, some challenges remain in sustaining this progress, particularly in relation to our UASC admissions to care with 9% of our total CIC cohort being UASC, and our ongoing commitment to both spontaneous arrivals in the City as well as taking children through the National Transfer Scheme. However, it is noted with Covid that NTS transfers are currently on hold and the number of spontaneous arrivals in the city has decreased.
It is also noted that 52 % of entrants to care are in the older age bracket of 10 years plus. Children's Services Entry to Care Panel continues to consider all admissions for children coming into care. It is chaired by the Assistant Director and oversees any admissions of children/young people into the care system. It continues to provide senior management oversight to ensure that all other alternatives have been explored including placement with family members with support packages before agreeing to a child/young person becoming looked after. This includes the use of support via the Extended Adolescence Service.
Work is ongoing in terms of reunification (or going home) of children in care to parents or extended family care, with Partners in Change Consultations underway to progress individual cases, which it is anticipated will impact to some degree, in terms of further reducing the numbers of children in care, by proactively addressing care planning.

Actions:
1. Children's Services Entry to Care Panel to continue to review admissions for children into care to ensure that alternatives to care are vigorously explored where it is safe to do so. (Assistant Director Children's Health Safeguarding & Care, Review – July 2020)
2. Progress the development of Going Home / reunification work stream with Partners in Change and Social Work Pods (Head of Service -CIC Practice lead, Children's Health Safeguarding & Care, Review July 2020)

2019-20 Finance & Resources - Council (Corporate) - annual

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
% of high priority audit actions recommended by Internal Audit that have reached their due date for completion and have been implemented by services. [Corporate - council]	**%**	**100.00**	**95.00**	AMBER Declining

Position:
The percentage of high priority audit actions that have reached their due date and have been implemented is as follows:
Qtr 4 18/19 = 100%

Qtr. 1 19/20 = 100%
Qtr. 2 19/20 = 88%
Qtr. 3 19/20 = 94%
Qtr. 4 19/20 = 95%

As at the end of quarter 4 2019/20, 95% of high priority audit actions (that have passed their agreed implementation deadline) have been implemented. This is below target (currently 100%).

Commentary:

At the end of quarter 4 there was one high priority action that was overdue. The overdue action relates to the Housing Local Delivery Vehicle (BHSCH) funding arrangements.

Actions:

1)   For 2019/20 internal audit only monitors high priority actions. Internal Audit will send reminders to action owners at the end of each quarter and collate information about high priority action progress. (Audit Manager/ Quarterly)

2)   Any overdue high priority actions will continue to be reported to the Audit and Standards Committee. Directorate officers may be required to attend the Audit and Standards Committee to provide additional information where actions have not been implemented in agreed timescales. (Audit Manager, Quarterly).

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
% of invoices for commercial goods and services that were paid within 30 days [Corporate - council]	%	95.00	94.42	AMBER
		Target better than comparators		Improving

Position:

Between April and Mar 2020, 94.42% of invoices for commercial goods and services were paid within 30 days. This compares with 93.44% for the same period last year.

The quarter by quarter trend is:

Apr 2018 to Mar 2019 = 93.44%
Apr 2019 to Jun 2019 = 95.16%
Apr 2019 to Sep 2019 = 94.94%
Apr 2019 to Dec 2019 = 94.45%
Apr 2019 to Mar 2020 = 94.42%

This measure/target is in response to the government's drive to improve the speed of payments across the whole of the public sector. The principle is about ensuring that suppliers' cash flows and viability are not impacted by slow payment processes. The aim is to pay suppliers within 30 days of receiving the invoice, and have a target of 95%, although this is being reviewed. This target is considered achievable when compared to CIPFA comparative information which shows the 2015 performance for invoices paid within 30 days was an average of 93% for benchmarking authorities. Key to meeting the target of 95% is high compliance with the use of the purchase order system which makes processing invoices quick and efficient.

Commentary:

During the period, a high volume of invoices were already overdue when received by the Accounts Payable service which continues to affect performance as does the continuing non-compliance with the purchase to pay policy by some services. January - March includes the start of COVID-19 implications, the team starting to work remotely and the end of the financial year – all having an impact on processes and efficiency.

The challenges facing the Accounts Payable service are:

1. Continuing to maintain the level of performance with reducing staff resources.

2. Invoices are initially received and processed by individual services therefore the invoice processing performance is not wholly in the control of the creditors service.

3. A high volume of invoices are already overdue at the point they are received by the Accounts Payable service.

Actions:

1. Reporting is being carried out to enable targeted communication and guidance to service areas struggling most to comply with the Purchase to Pay process. Meetings have taken place with some service areas and will continue, targeting areas that are struggling the most. This should also have a positive impact on the number of late invoices being sent to the Accounts Payable team from service areas (Accounts Payable Team, ongoing).
2. To continue to review processes across the whole team to develop automation in processing as much as possible to reduce processing time, freeing staff time to enforce non-compliance of purchasing processes (Corporate Accounts Payable Lead, ongoing).
3. Continue to work with suppliers to ensure they do not invoice the council without a valid Purchase Order number (Accounts Payable Team, ongoing).
4. We are continuing to explore alternative payment solutions with Lloyds Bank, our finance system supplier and our Orbis partners (e.g. e-invoicing, e-pay virtual, lodged cards) with the aim of providing services with the most effective purchasing and payment options and this is being prioritised by Business Operations. (P2P, Banking & Income Operations Lead, ongoing).
5. We are exploring the option of supplier invoices coming in centrally to the Accounts Payable service, rather than being sent to services. As part of e-invoicing Brighton & Hove Buses are emailing their invoices directly to the Accounts Payable service, with a view of contacting other large suppliers once this process is working well. (Accounts Payable Team, ongoing).

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
% of Purchase Orders raised on ordering rather than when invoiced [Corporate - council]	**%**	**80.00**	**61.85**	AMBER **Improving**

Position:
Between April and Mar 2020, 61.85% of purchase orders were raised on ordering rather than when invoiced. This shows a significant improvement from 54.80% for the same period last year, which indicates the targeted approach with services is having an impact, but there is clearly more work in this area to do to achieve the target of 80%.

The quarter by quarter trend is:
Apr to Mar 19 = 54.80%
Apr to Jun 19 = 53.15%
Apr to Sep 19 = 57.39%
Apr to Dec 19 = 58.80%
Apr to Mar 20 = 61.85%

There is no benchmark for this indicator but the challenging and necessary 80% target was set to improve compliance with the process known as Purchase to Pay. Purchase to Pay means raising an electronic purchase order and sending this to the supplier who then quotes this order when they eventually send their invoice for the goods or services. Compliance is important for a wide range of reasons including:
a) it improves commitment accounting and therefore the quality of financial forecasts across the council;
b) it helps to speed up the process of paying invoices by being able to automatically match invoices to purchase orders - this helps to meet government Prompt Payment guidelines and avoid late payment penalties;
c) it provides qualitative and quantitative management information concerning purchasing activity and enables monitoring of compliance with Contract Standing Orders and purchasing behaviours (e.g. on or off contract activity).
All budget managers are provided with monthly reports highlighting non-compliant purchases (invoices) known as 'retrospective orders'.

Commentary:
Of the 7,355 orders raised in Qtr4, 5,168 were raised in compliance with the policy, detailing a 70.27% for the quarter compared to the target of 80% and bringing the cumulative total to

61.85%. ELT and DMTs wish to see significant improvement in compliance for the reasons stated above. Improving compliance will take time and effort as the wide range of procurement practices deployed across the council require different responses and solutions ranging from training financial administrators with under-developed skills to finding solutions for complex call-off purchasing arrangements without creating an inefficient and onerous administrative burden.

The primary focus is on the integration of a new Contract Management Module with financial system data as this has the best prospect of improving compliance. Once implemented, purchasing that is 'off contract' will be highlighted to managers and Corporate Procurement. These purchases can be examined to determine if any action is required, e.g. whether a procurement project is required.

Consideration needs to be shown that one service has been given sanction by our section 151 officer to raise retrospective orders due to working practices and therefore this will impact our figures.

Actions:

1. RAG rated reporting to ELT members to raise the profile of non-compliance. This information is presented alongside TBM (with more detailed being sent to budget holders) and the intention is to include the RAG rating information in monthly reports (Deputy Chief Finance Officer, monthly).

2. Critically, implementation of the Civica Contract Module (business case approved by CMDB) which enables non-compliance to be detected easily and provides effective MI and exception reporting. The Contracts module is in use on the live Purchasing system, with more contracts being added all the time as more teams are involved around the council or newly awarded contracts are added. (Head of Procurement, ongoing as contracts are created).

3. Continuing to identify high volume non-compliant areas from available data. (Head of Procurement/Corporate Accounts Payable Lead, ongoing);

4. Report presented to Orbis Customer Board with areas with low compliance highlighted. (Head of Finance & Procurement Operations Bus Ops, ongoing)

5. Continuing to work on a daily basis with suppliers and visiting service areas to promote purchasing compliance. (Accounts Payable Team, ongoing)

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
Average number of working days / shifts lost per Full Time Equivalent (FTE) due to sickness absence (not including schools) [Corporate - council]	**No.** **Target better than comparators**	**9.70**	**10.70**	🟢🟠🔴 **RED** **Declining**

Position:

From Quarter 1 (Q1) 2015/16, the target was changed to benchmark it against the CIPFA (Chartered Institute of Public Finance and Accountancy) HR (Human Resources) Benchmarking Club. The target was reduced from 10 days to 9.7 days and has remained unchanged as it is still comparable to the latest benchmarking information available.

The average days lost due to sickness absence between April 19 and March 20 (year-end 2019/20) is 10.7 days compared with 10.09 days for the same period in 2018/19. During Q4 (Jan to March 20) average sickness was 2.74 days (also 2.74 days during Q4 18/19), which is above the quarterly target of 2.41 days, and is a Red RAG rating. This average is lower than in Q3 where the average days lost was 2.77 days, but higher than Q2 at 2.55 days and Q1 at 2.64 days.

The quarter by quarter trend is:
Apr to Jun 17 = 2.41
Jul to Sep 17 = 2.63
Oct to Dec 17 = 2.59
Jan to Mar 18 = 2.94

Apr to Mar 18 = 10.57
Apr to Jun 18 = 2.33
Jul to Sep 18 = 2.42
Oct to Dec 18 = 2.60
Jan to Mar 19 = 2.74
Apr 18 to Mar 19 = 10.09
Apr to Jun 19 = 2.64
Jul to Sep 19 = 2.55
Oct to Dec 19 = 2.77
Jan 20 to Mar 20 = 2.74
Apr 19 to Mar 20 = 10.7

It should be noted that although the 2019/20 result of 10.7 days is higher than the 2018/19 outturn of 10.09 days, this (18/19) was the lowest sickness result for the council since 2011/12. The results for previous years are: 10.43 days in 2012/13, 11.23 days in 2013/14, 10.91 days in 2014/15, 10.59 days in 2016/17, 10.57 days in 2017/18.

Commentary:
•   There has been an increase in sickness absence across all directorates during the year. The main reason for sickness over the last 12 months is Stress/Anxiety with a total of 4407.5 Working Days Lost, spiking between July – Sept. Compared to the previous year this is an increase of 1,390 days. However, it is positive to note there was a reduction in stress and mental health absence from 26.12% in Q3 to 22.4% in Q4 and absence was also lower in this quarter than the same period in the previous year. The biggest increase in Mental Health absence was in EEC with 1,111 more days lost than the previous year. March 2020 has seen an increase in absence due to the current COVID-19 pandemic, we have seen a total of 883.5 Working Days Lost to Coronavirus: COVID19 (Suspected).
•   The attendance management system and sickness reporting process, FirstCare was launched across the Council (except in schools) on the 1st December 2017. All absence recording is done by FirstCare rather than line managers.
•   One of the benefits of FirstCare has been the access to immediate medical advice from a nurse and a number of staff have reported back to HR on the advice they have received and how useful they found this aspect of the service.
•   The completion of Return to Work meetings (RTW) across the council has decreased in Q4, from 72% in Q3 to 68% in Q4. This decrease was due to a significant drop in RTW compliance in March 2020. March was the lowest compliance month in the year. This is likely to be due to limited work access as many managers were working from home due to Covid-19 and working in new and unprecedented ways.
•   The Attendance & Wellbeing team are working with managers to raise the impact and profile of the team in several ways. The team:
- have strong internal links with the Our People Promise Wellbeing agenda. The manager of the new attendance and wellbeing team sits on the Wellbeing Steering group and on the mental health sub group. This ensures all interventions are joined up, meaningful, relevant and directly feed into the BHCC agenda and priorities.
- are using FirstCare data and a new reporting approach to manage and monitor casework and apply a consistent approach to managing sickness and attendance.
- are using FirstCare data to drill down into sickness trends and offer targeted support to mangers and service areas and provide HR Business partners with clear data and narrative for their DMT's.
- are working closely with the Firstcare contract manager, producing quarterly stress reports to drill down into stress across BHCC and target support as required as well as supporting BP's above.
- are supporting high priority services with dedicated support - such as weekly surgeries at Cityclean and attending manager events.
- ran Cityclean Return to Work training for all Cityclean managers.
•   Due to the uncertainty around Covid-19 the new Attendance Management policy was not

launched on April 1st as planned. The team, with wider HR team support, however successfully ran 21 session out of 50 training sessions before we had to stop them.
• The FirstCare contract has been extended until March 31st 2021.

Actions for Improvement:
1. The implementation of FirstCare for the council (which came in on 1st December 2017), will continue to be monitored and regular review meetings are set up with FirstCare to manage this contract.
 (Lead HR Consultant, Ongoing)
2. Return to Work – BHCC needs to improve on the return to work rate. The team continue to promote the short guidance video on the Wave with managers and promote return to works in all areas. The team aim to encourage managers to take full responsibility for conducting their return to works.
(Lead HR Consultant, Ongoing)
3. Then work of the team feeds into the work on the Our People Promise Well-being agenda (including the establishment of the Well-being Steering Group) for our staff, which is being driven through the Orbis leads.
Some of the planned future activity includes:
• Planning for the new Attendance Management Policy roll out as soon as is possible when we all return to work after Covid-19.
• Promoting Wellbeing across the organisation during Covid-19, including promoting the new Wellness Zone on the Council website and Wellness Action Plans
• Reviewing all stress resources, including the Stress Risk Assessment
• Reviewing menopause resources.
• Continued delivery of Pensions Awareness Sessions.
• Delivery of the Menopause sessions which have been incredibly popular.
• Delivery of Mental Health Practical skills for managers training with further sessions planned this year.
• Rebrand and refocus of Resilience training and additional sessions added.
(Lead HR Consultant, ongoing)

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
Staff who declare that they have a disability as a % of the total workforce who declare whether they have a disability (not including schools) [Corporate - council]	%	8.00 **Target better than comparators**	7.50	RED **Declining**

Position:
At the end of 2019/20, the percentage of staff who declared a disability was 7.5% (282 people out of 3737 who answered this question). This figure remains very similar to 31 March 2019.
17/18 - 7.4%
18/19 – 7.6%
19/20 – 7.5%
The original target of 7.5% was set in 2013 in line with this group's level of representation within the economically active population in the City as per the 2011 Census. This was subsequently increased to 8% in 2016/17 in response to the progress the council had made in increasing the percentage of disabled staff within its workforce.
- Continuing to review person specifications as jobs are advertised to reduce the number of essential criteria – overly long person specifications had been identified as potential barriers to employment.
- Data analysis of the outcomes of different application methods for applicants who share a particular protected characteristic; continued offer to recruiting managers of four different application methods to make it easier for candidates to apply for jobs.
- Working with managers to develop positive action recruitment initiatives with the aim of attracting more diverse talent for roles that have either proved hard to fill or have involved larger

recruitment exercises.

- Attending local community events such as Disability Pride and What's Out There? to promote job opportunities
- Attending a variety of local careers fairs including within schools, colleges and universities
- Co-hosting a jobs fair in central Brighton with our Equip partners
- Working with JobCentre Plus and the National Careers Service to deliver workshops to potential job applicants to help them apply for council vacancies
- Ensuring recruiting managers maintain an appropriate level of knowledge and skill by requiring them to attend a recruitment and selection skills workshop and undertake unconscious bias training before they can chair a recruitment panel.
- Implementation of the council's Fair & Inclusive Action Plan, Year 1, in response to the follow-up review of race equality and diversity within the workforce, by external consultants Global HPO. This review has focussed particularly on the day-to-day experiences of BME staff in the workplace, but also considered issues that may be affecting other protected groups.
- Introduction of a new Equality Governance Framework and the setting up of Directorate Equality Delivery Groups (DEDG) to meet equality objectives including recruitment, retention and progression
- Introduction of a new online recruitment system, Tribe Pad
- HR support and attendance at staff forum events and activities.
- Provision of a fixed-term collaborative post with four other public sector partners to develop, co-ordinate and evaluate a programme of actions designed to enable these organisations to develop and maintain diverse workforces that more closely reflect the profile of the local communities they serve.
- Provision of summer internships in collaboration with local universities
• In addition, other work has been undertaken to ensure disabled staff already working for the council are effectively supported. Key activities have included:
- Approval by committee of the council's new Attendance Support Procedure to improve practice and ensure managers deal with staff attendance concerns in a fair, consistent and supportive way.
- Delivering mental health training for key stakeholders including HR Advisers and line managers to enable them to better support staff with mental health conditions.
- Delivering Neurodiversity Awareness training for line managers to enable them to better support staff
- Holding the council's first Neurodiversity Day in June 2019 in collaboration with the Disabled Workers and Carers Network
- Streamlining the process for identifying and providing assistive technology to ensure it is provided promptly to those staff who need it and is fit for purpose

Actions:
1. Continue to use and monitor the effectiveness of positive action recruitment initiatives with the aim of increasing the diversity of applicants and new recruits (HR Consultant, ongoing).
2. Support managers to develop effective and innovative attraction strategies in order to improve our ability to secure high quality talent and improve the diversity of our workforce (HR Consultant, ongoing).
3. Continue to engage with local communities through a variety of organised and coordinated initiatives/events to increase their confidence in seeking employment with the council (HR Consultant, ongoing).
4. Continue to work with other organisations such as JobCentre Plus, the Careers Advisory Service etc. to develop and run workshops aimed at supporting potential applicants and other outreach work (HR Consultant, ongoing).
5. Continue to develop the activities within the Fair & Inclusive Action Plan, Year 2 (HR Consultant, April 2020 ongoing).
6. Produce and publish the annual Workforce Equalities Report for 2019/20. Use the insight from this comprehensive analysis of workforce data to target future areas of work (HR Consultant, June 2020).

INDICATOR	UNIT	TARGET	ACTUAL	STATUS

7. Continue to build social media presence to promote employer brand and roles (HR Consultant & Communications Team, ongoing).

8. Offer graduate opportunities through the Local Government graduate scheme

9. Continuing to develop the functionality of the new online recruitment system (Business Operations, ongoing).

10. Implementing the new Attendance Support Procedure (Head of HR&OD, April, 2020).

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
Staff who declare themselves as BME (excludes White Irish and White Other) as a % of the total workforce who declare their ethnicity (not including schools) [Corporate - council]	%	9.10	7.60	RED Improving

Position:

At the end of 2019/20, the percentage of staff who identified themselves to be BME as a percentage of the workforce who declared their ethnicity was 7.6% (298 people out of 3922 who answered this question). This represents a slight increase over the last twelve months. This continues the upward trend seen over the last five years. The level of representation of BME staff remains below target and so the indicator continues to have a Red RAG rating.

17/18 - 6.9%

18/19 - 7.4%

19/20 – 7.6%

The target is based on the percentage of economically active residents within the local community, as per the 2011 Census. The Council's 2019/20 target is 9.1%.

Commentary:

• Similar to 2018/19, this year BME staff were more likely to be employed in lower graded roles (8.1%).

• Although there is a continued increase in the level of BME representation within the workforce, the pace remains slow. Work carried out this year has included:

- Continuing to review person specifications as jobs are advertised to reduce the number of essential criteria – overly long person specifications had been identified as potential barriers to employment.

- Data analysis of the outcomes of different application methods for applicants who share a particular protected characteristic; continued offer to recruiting managers of four different application methods to make it easier for candidates to apply for jobs.

- Working with managers to develop positive action recruitment initiatives with the aim of attracting more diverse talent for roles that have either proved hard to fill or have involved larger recruitment exercises.

- Engaging with local community groups to promote job opportunities.

- Attending a variety of local careers fairs including within schools, colleges and universities

- Co-hosting a jobs fair in central Brighton with our Equip partners

- Working with JobCentre Plus and the National Careers Service to deliver workshops to potential job applicants to help them apply for council vacancies

- Ensuring recruiting managers maintain an appropriate level of knowledge and skill by requiring them to attend a recruitment and selection skills workshop and undertake unconscious bias training before they can chair a recruitment panel.

- Implementation of the council's Fair & Inclusive Action Plan, Year 1, in response to the follow-up review of race equality and diversity within the workforce, by external consultants Global HPO. This review has focussed particularly on the day-to-day experiences of BME staff in the workplace, but also considered issues that may be affecting other protected groups.

- Introduction of a new Equality Governance Framework and the setting up of Directorate Equality Delivery Groups (DEDG) to meet equality objectives including recruitment, retention and progression

- Introduction of a new online recruitment system, Tribe Pad

- HR support and attendance at staff forum events and activities.

- Provision of a fixed-term collaborative post with four other public sector partners to develop, co-ordinate and evaluate a programme of actions designed to enable these organisations to develop and maintain diverse workforces that more closely reflect the profile of the local communities they serve.
- Provision of summer internships in collaboration with local universities
- Collaborating with Trust for Developing Communities in the BME Employment and Skills project
- Engaging with local community group, Voices in Exile to develop their pilot project to support refugees and migrants into employment

Actions:
1. Continue to use and monitor the effectiveness of positive action recruitment initiatives with the aim of increasing the diversity of applicants and new recruits (HR Consultant, ongoing).
2. Support DEDGs and recruiting managers to develop effective and innovative attraction strategies in order to improve our ability to secure high quality talent and improve the diversity of our workforce (HR Consultant, ongoing).
3. Continue to engage with local communities through a variety of organised and coordinated initiatives/events to increase their confidence in seeking employment with the council (HR Consultant, ongoing).
4. Continue to work with other organisations such as JobCentre Plus, the Careers Advisory Service etc. to develop and run workshops aimed at supporting potential applicants and other outreach work (HR Consultant, ongoing).
5. Continue to develop the activities within the Fair & Inclusive Action Plan, Year 2 (HR Consultant, April 2020 ongoing).
6. Produce and publish the annual Workforce Equalities Report for 2019/20. Use the insight from this comprehensive analysis of workforce data to target future areas of work (HR Consultant, June 2020).
7. Continue to build social media presence to promote employer brand and roles (HR Consultant & Communications Team, ongoing).
8. Offer graduate opportunities through the Local Government graduate scheme
9. Continuing to develop the functionality of the new online recruitment system (Business Operations, ongoing).

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
Staff at management level who declare themselves as BME (excludes White Irish and White Other) as a % of the total staff at management level who declare their ethnicity (not including schools) (Management level is grade SO1 and above) [Corporate - council]	%	9.10	7.10	RED **New in 2019/20**

Position:
At the end of 2019/20 the percentage of staff at management level who identified themselves to be BME as a percentage of the workforce who declared their ethnicity was 7.1% (131 people out of 1844 who answered the question). This corporate indicator was introduced in July 2019 and there is no prior comparative data. The level of representation of BME staff at management level is below target and so the indicator has a Red RAG rating.

Commentary:

• Similar to 2018/19, this year BME staff were more likely to be employed in lower graded roles (8.1%).
• Although there is a continued increase in the level of BME representation within the overall workforce (7.6%), under-representation is more significant in the middle and higher grade

bands (SO1/2 and above). Work carried out this year has included:

- Continuing to review person specifications as jobs are advertised to reduce the number of essential criteria – overly long person specifications had been identified as potential barriers to employment.
- Data analysis of the outcomes of different application methods for applicants who share a particular protected characteristic; continued offer to recruiting managers of four different application methods to make it easier for candidates to apply for jobs.
- Working with managers to develop positive action recruitment initiatives with the aim of attracting more diverse talent for roles that have either proved hard to fill or have involved larger recruitment exercises.
- Engaging with local community groups to promote job opportunities.
- Attending a variety of local careers fairs
- Co-hosting a jobs fair in central Brighton with our Equip partners
- Ensuring recruiting managers maintain an appropriate level of knowledge and skill by requiring them to attend a recruitment and selection skills workshop and undertake unconscious bias training before they can chair a recruitment panel.
- Implementation of the council's Fair & Inclusive Action Plan, Year 1, in response to the follow-up review of race equality and diversity within the workforce, by external consultants Global HPO. This review has focussed particularly on the day-to-day experiences of BME staff in the workplace, but also considered issues that may be affecting other protected groups.
- HR support and attendance at staff forum events and activities.
- Provision of a fixed-term collaborative post with four other public sector partners to develop, co-ordinate and evaluate a programme of actions designed to enable these organisations to develop and maintain diverse workforces that more closely reflect the profile of the local communities they serve.
- Provision of summer internships in collaboration with local universities
- Collaborating with Trust for Developing Communities in the BME Employment and Skills project
- Delivering training to support career conversations, "Making the most of your 1-2-1s"
- Highlighting potential opportunities for secondment and promotion to the BME Workers Forum
- Using social media to target specific communities

Actions:
1. Continue to use and monitor the effectiveness of positive action recruitment initiatives with the aim of increasing the diversity of applicants and new recruits (HR Consultant, ongoing).
2. Research and develop positive action development initiatives with the aim of progressing BME staff into management level roles (HROD Lead Consultant, May 2020, ongoing)
3. Support DEDGs and recruiting managers to develop effective and innovative attraction strategies in order to improve our ability to secure high quality talent and improve the diversity of our workforce (HR Consultant, ongoing).
4. Continue to engage with local communities through a variety of organised and coordinated initiatives/events to increase their confidence in seeking employment with the council (HR Consultant, ongoing).
5. Continue to work with other organisations such as JobCentre Plus, the Careers Advisory Service etc. to develop and run workshops aimed at supporting potential applicants and other outreach work (HR Consultant, ongoing).
6. Continue to develop the activities within the Fair & Inclusive Action Plan, Year 2 (HR Consultant, April 2020 ongoing).
7. Produce and publish the annual Workforce Equalities Report for 2019/20. Use the insight from this comprehensive analysis of workforce data to target future areas of work (HR Consultant, June 2020).
8. Continue to build social media presence to promote employer brand and roles (HR Consultant & Communications Team, ongoing).
9. Offer graduate opportunities through the Local Government graduate scheme

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
Staff who declare themselves as White Irish as a % of the total workforce who declare their ethnicity (not including schools) [Corporate - council]	%	1.60	2.00	GREEN **Declining**

Position:
As at the end of 2019/20 the percentage of staff who identified themselves as being from a White Irish background as a percentage of the workforce who declared their ethnicity was 2.0% (80 people out of 3922 who answered the question). This has decreased marginally since 2018/19 but this indicator continues to have a Green RAG rating.
17/18 - 2.2%
18/19 – 2.2%
19/20 – 2.0%
The target is based on the percentage of economically active residents within the local community, as per the 2011 Census. The Council's 2019/20 target is 1.6%.

Commentary:
• The White Irish group is an ethnic group in its own right but, unlike other minority ethnic groups that the council monitors, its level of representation within the council's workforce is higher than might be expected given this group's level of representation within the economically active community locally.
• At the end of March 2020 White Irish staff continued to be under-represented only in lower graded posts (Scales 1 - 6). In contrast to 2018/19, the highest level of representation (2.94%) was seen within the middle grade band (SO1/2 – M9).
• Analysis of the council's employment data set out in the council's Workforce Equalities Report for 2018/19 did not highlight any adverse equality impacts on this ethnic group.

Actions:
1. Recruitment and workforce data will continue to be monitored and analysed and published as part of the council's annual Workforce Equalities Report. The report for 2019/20 is timetabled to be published later in the year. Any adverse trends identified will be addressed as part of the Fair & Inclusive Action Plan (HR Consultant, June 2020, ongoing).
2. Implement Year 2 of the Fair & Inclusive Action Plan and monitor this through the new Equality Governance Framework (HR Consultant, April 2020, ongoing).

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
Staff who declare themselves as white other as a % of the total workforce who declare their ethnicity (not including schools) [Corporate - council]	%	8.80	7.30	RED **Improving**

Position:
At the end of 2019/20, the percentage of staff who identified themselves as being from a White Other background as a percentage of the workforce who declared their ethnicity was 7.3% (286 people out of 3922 who answered this question). This figure is the same as at March 2019. The level of representation of this group within the workforce remains below target and so the indicator continues to have a Red RAG rating.
17/18 - 6.8%
18/19 – 6.8%
19/20 – 7.3%
The target is based on the percentage of economically active residents within the local community, as per the 2011 Census. The Council's 2019/20 target is 8.8%.

Commentary: The percentage of White Other employees has increased across middle grade (6.1%) bands by around 1% since the end of March 2019; this group continues to be predominantly employed

in lower graded roles (Scale 1-6) and is least well represented at senior management level.

• Although there is a continued increase in the percentage of employees identifying as White Other within the workforce, the pace remains slow. Work carried out this year has included:

- Continuing to review person specifications as jobs are advertised to reduce the number of essential criteria – overly long person specifications had been identified as potential barriers to employment.

- Data analysis of the outcomes of different application methods for applicants who share a particular protected characteristic; continued offer to recruiting managers of four different application methods to make it easier for candidates to apply for jobs.

- Working with managers to develop positive action recruitment initiatives with the aim of attracting more diverse talent for roles that have either proved hard to fill or have involved larger recruitment exercises.

- Engaging with local community groups to promote job opportunities.

- Attending a variety of local careers fairs including within schools, colleges and universities

- Co-hosting a jobs fair in central Brighton with our Equip partners

- Working with JobCentre Plus and the National Careers Service to deliver workshops to potential job applicants to help them apply for council vacancies

- Ensuring recruiting managers maintain an appropriate level of knowledge and skill by requiring them to attend a recruitment and selection skills workshop and undertake unconscious bias training before they can chair a recruitment panel.

- Implementation of the council's Fair & Inclusive Action Plan, Year 1, in response to the follow-up review of race equality and diversity within the workforce, by external consultants Global HPO. This review has focussed particularly on the day-to-day experiences of BME staff in the workplace, but also considered issues that may be affecting other protected groups.

- Introduction of a new Equality Governance Framework and the setting up of Directorate Equality Delivery Groups (DEDG) to meet equality objectives including recruitment, retention and progression

- Introduction of a new online recruitment system, Tribe Pad

- HR support and attendance at staff forum events and activities.

- Provision of a fixed-term collaborative post with four other public sector partners to develop, co-ordinate and evaluate a programme of actions designed to enable these organisations to develop and maintain diverse workforces that more closely reflect the profile of the local communities they serve.

- Provision of summer internships in collaboration with local universities

- Collaborating with Trust for Developing Communities in the BME Employment and Skills project

- Engaging with local community group, Voices in Exile to develop their pilot project to support refugees and migrants into employment

Actions:

1. Continue to use and monitor the effectiveness of positive action recruitment initiatives with the aim of increasing the diversity of applicants and new recruits (HR Consultant, ongoing).

2. Support managers to develop effective and innovative attraction strategies in order to improve our ability to secure high quality talent and improve the diversity of our workforce (HR Consultant, ongoing).

3. Continue to engage with local communities through a variety of organised and coordinated initiatives/events to increase their confidence in seeking employment with the council (HR Consultant, ongoing).

4. Continue to work with other organisations such as JobCentre Plus, the Careers Advisory Service etc. to develop and run workshops aimed at supporting potential applicants and other outreach work (HR Consultant, ongoing).

5. Continue to develop the activities within the Fair & Inclusive Action Plan, Year 2 (HR Consultant, April 2020 ongoing).

6. Produce and publish the annual Workforce Equalities Report for 2019/20. Use the insight from this comprehensive analysis of workforce data to target future areas of work (HR

Consultant, June 2020).

7. Continue to build social media presence to promote employer brand and roles (HR Consultant & Communications Team, ongoing).

8. Offer graduate opportunities through the Local Government graduate scheme

9. Continuing to develop the functionality of the new online recruitment system (Business Operations, ongoing).

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
Staff who declare themselves to be LGBT as a % of the total workforce who declare their sexuality (not including schools) [Corporate - council]	%	13.00	12.80	🟢🟠🔴 AMBER **Improving**

Position:

At the end of 2019/20 the percentage of staff who declared their sexual orientation and identified as L,G, or B was 12.8% (482 people out of 3759 who answered this question).

17/18 - 11.8%
18/19 – 12.5%
19/20 – 12.8%

The target is based on an estimate of this group's level of representation within the economically active population in the City.

Commentary:

• In contrast to BME and White Other employees, those identifying as L, G or B are more likely to be employed in posts within the middle and higher grade bands across the organisation.

• The highest level of representation of this group was within the middle grade band (SO1/2 to M9) at 13.5%.

• The work that has been carried out over the last twelve months or so to address the under-representation of other protected groups within the workforce will also benefit those identifying as L,G, or B. Work carried out this year has included:

- Continuing to review person specifications as jobs are advertised to reduce the number of essential criteria – overly long person specifications had been identified as potential barriers to employment.

- Data analysis of the outcomes of different application methods for applicants who share a particular protected characteristic; continued offer to recruiting managers of four different application methods to make it easier for candidates to apply for jobs.

- Working with managers to develop positive action recruitment initiatives with the aim of attracting more diverse talent for roles that have either proved hard to fill or have involved larger recruitment exercises.

- Engaging with local community groups to promote job opportunities.

- Attending a variety of local careers fairs including within schools, colleges and universities

- Co-hosting a jobs fair in central Brighton with our Equip partners

- Working with JobCentre Plus and the National Careers Service to deliver workshops to potential job applicants to help them apply for council vacancies

- Ensuring recruiting managers maintain an appropriate level of knowledge and skill by requiring them to attend a recruitment and selection skills workshop and undertake unconscious bias training before they can chair a recruitment panel.

- Implementation of the council's Fair & Inclusive Action Plan, Year 1, in response to the follow-up review of race equality and diversity within the workforce, by external consultants Global HPO. This review has focussed particularly on the day-to-day experiences of BME staff in the workplace, but also considered issues that may be affecting other protected groups.

- Introduction of a new Equality Governance Framework and the setting up of Directorate Equality Delivery Groups (DEDG) to meet equality objectives including recruitment, retention and progression

- Introduction of a new online recruitment system, Tribe Pad

- HR support and attendance at staff forum events and activities.
- Provision of a fixed-term collaborative post with four other public sector partners to develop, co-ordinate and evaluate a programme of actions designed to enable these organisations to develop and maintain diverse workforces that more closely reflect the profile of the local communities they serve.
- Provision of summer internships in collaboration with local universities

Actions:
1. Continue to use and monitor the effectiveness of positive action recruitment initiatives with the aim of increasing the diversity of applicants and new recruits (HR Consultant, ongoing).
2. Support managers to develop effective and innovative attraction strategies in order to improve our ability to secure high quality talent and improve the diversity of our workforce (HR Consultant, ongoing).
3. Continue to engage with local communities through a variety of organised and coordinated initiatives/events to increase their confidence in seeking employment with the council (HR Consultant, ongoing).
4. Continue to work with other organisations such as JobCentre Plus, the Careers Advisory Service etc. to develop and run workshops aimed at supporting potential applicants and other outreach work (HR Consultant, ongoing).
5. Continue to develop the activities within the Fair & Inclusive Action Plan, Year 2 (HR Consultant, April 2020 ongoing).
6. Produce and publish the annual Workforce Equalities Report for 2019/20. Use the insight from this comprehensive analysis of workforce data to target future areas of work (HR Consultant, June 2020).
7. Continue to build social media presence to promote employer brand and roles (HR Consultant & Communications Team, ongoing).
8. Offer graduate opportunities through the Local Government graduate scheme
9. Continuing to develop the functionality of the new online recruitment system (Business Operations, ongoing).

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
High priority Health & Safety audit recommendations progressed within agreed timescales. [Corporate - council]	%	100.00	N/A	◯◯◯ **Not yet available**

Position:
This result is not yet available.
High Priority Actions were previously recorded through the internal audit data management system, however since this system was replaced the data for this KPI have not been recorded. The health and safety audit process is under review as part of the Corporate 'H&S Strategic Action plan' which was developed in response to the Health & Safety Executive (HSE) intervention following the fatality at a school. The review of the audit process includes examining what and how audit data is recorded and monitored. Progress to complete the review and development of a new audit process has been impacted significantly by the Corporate H&S Teams support of the council's response to the COVID-19 pandemic.
The commentary below provides more detail on our Health and Safety assurance processes, and the strategic action plan that is underway. We will review and agree a revised Health and Safety KPI ahead of the next reporting period.

Commentary:
As a result of the open Investigation by the Health & Safety Executive and their recommendations and requirements on the Council, the audit programme for 2019-20 focused predominantly on working at height arrangements which included a review of service arrangements, risk assessment and where identified a site visit (17 site visits to schools and 7 non-school service areas). A review of the audit process and potential changes to reporting forms part of the Strategic Action Plan developed in response to the HSE. There was also a

focus on completing Team Safety Audits in Schools which were within a two year audit programme. Due to the impact of the COVID-19 pandemic the school audit programme was not completed as planned. The remaining 6 school audits will be considered as part of a review to consider assurance activity in 2020- 2021.

Health & Safety Audit - All audits have agreed management action plans with defined timescales for action which have been agreed by the service manager or Head Teacher.

Fire Risk assessment – The Fire Risk Assessment programme has continued in schools and in the majority of schools we continue to see improvements in the management of fire safety with the number of recommended actions reducing by school. There has been an increased focus on the review of FRA's for corporate buildings including CityClean and CityPark premises. The Corporate H&S team continue to keep a watching brief on the outcome of the Grenfell Enquiry to ensure our FRA approach remains sufficient.

RoSPA Audit - An independent audit of the councils H&S arrangements was due to be undertaken by RoSPA over four days from the 25th February 20. This audit was postponed due to the COVID-19 cases that were identified in the City and the response to the Pandemic. Due to the H&S teams need to support the councils response to COVID-19, auditing activity reduced in Q4 of 2019-20 and ceased from mid March 2020 as the national lockdown was activated. The Teams assurance work will be reviewed in line with the councils Recovery Plan to ensure ongoing compliance with H&S legislation and government guidance specifically relating to COVID-19.

2019-20 Health & Adult Social Care - Council (Corporate)

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
Permanent admissions of older adults (65+) to residential and nursing care homes per 100,000 population [Corporate - council]	No.	653.20	647.00	GREEN **Improving**

Position:
Between Apr 19 and Mar 20 there were 647 per 100,000 population admissions of older adults (65+) to residential care homes. This is a total of 248 admissions. The latest available 65+ population estimate is 38330.

Previous results (per 100,000 population)
Mar 19 YTD: 790.50 (303 admissions)
Mar 18 YTD: 717.01 (273 admissions)
Mar 17 YTD: 793.16 (295 admissions)

Monthly admissions (actual) between Apr 19 and Mar 20*
Apr: 23, May: 27, Jun: 32, Jul: 36, Aug: 17, Sep: 25, Oct: 17, Nov: 19, Dec: 7, Jan: 23, Feb: 16, Mar: 6

*Figures are subject to fluctuation during the year due to retrospective adding of service agreements (causing figures to increase) and retrospective awarding of continuing health funding (causing figures to decrease).

The target of 653.20 per 100,000 population is the 2017/18 statistical neighbour average. This would equate to 250 admissions in Brighton and Hove.

Latest comparative data (Mar 19 YTD) show the national rate at 585.63 per 100,000 population and the statistical neighbour rate 677.75.

Results for demographic groups (age and gender)
65-74: 30 (12.10%), 75-84: 81 (32.66%), 85+: 137 (55.24%)
Females: 154 (62.10%), Males: 94 (37.90%)

INDICATOR	UNIT	TARGET	ACTUAL	STATUS

Primary Support Reasons
Physical Support: 163 (65.73%),
Support with Memory & Cognition: 76 (30.65%),
Mental Health Support: 9 (3.63%)

Commentary:
The Covid-19 pandemic is expected to have an impact on the timeline of actions associated with this performance indicator. The accuracy of the figures themselves may also be affected. The actual number of admissions during 2019/20 is expected to be higher than what is currently reported, due to a delay in entering service agreements into the CareFirst database. It is possible that this delay will be accentuated following the Covid-19 pandemic. Therefore, these results will be reviewed again at a later date to capture retrospectively recorded service agreements.

Since the outbreak of the pandemic, a form has been added to the CF database asking, "Is this new or amended support required as a result of Covid 19 pandemic?" (Yes no - mandatory). This will allow the possibility to report on Covid-related admissions in the future.

Development of new performance framework and dashboards within the Better Lives programme will ensure that Operational Managers have direct oversight of Residential and Nursing admissions activity and can track performance against established targets in real time.

Actions:
1. Targeted reviewed for those who have recently been placed in care from hospital settings. Currently on hold due to Covid-19 response, to be reviewed Oct 2020. (Targeted Review team - Review Oct 20)
2. Darzi fellow seconded in to HASC Performance and Business Improvement team for one year (funded by Darzi scheme). Project looking at how we can use data to intervene earlier to reduce levels of admission to long term care. Currently on hold due to Covid-19 response, to be reviewed Oct 2020. (Review Oct 20)
3. Weekly Social Work Practice Panel in place providing additional scrutiny and assurance on placement directly from Hospital. Currently on hold due to Covid-19 response, to be reviewed Oct 2020. (Assistant Director of HASC, Review Oct 20)
4. Review performance and impacts of new D2A 3 Day Assessment model. Currently on hold due to Covid-19 response, to be reviewed Oct 2020. (Assistant Director of HASC, Review Oct 20)
5. Development of new performance framework and dashboards within the Better Lives Programme suspended due to Covid-19 response, review Oct 20 (Performance & Business Improvement Team, Oct 20)

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
% of social care clients receiving Direct Payments [Corporate - council]	**%**	**25.80**	**24.89**	AMBER **Improving**

Position:
As of the end of Mar 20 the percentage of people using social care in receipt of Direct Payments was 24.89%
Clients receiving Direct Payments: 558
Clients in receipt of long term community based services: 2242
2018/19 Target is 25.80%
The Q4 figure represents a slight increase from the previous year (at year-end):
2018/19 24.46% (551 Direct Payment recipients)
2017/18 24.23% (565 Direct Payment recipients)
2016/17 25.09% (589 Direct Payment recipients)
2015/16 21.41% (529 Direct Payments recipients)

2014/15 19.62% (504 Direct Payments recipients)

2018/19 comparator group average is 23.91%
2018/19 National (All England) PI figure is 28.30%

Demographic breakdown
Gender:
Female - 333 (59.68%)
Male - 223 (39.96%)
Indeterminate - 2 (0.36%)

Age Bands:
18-64 - 445 (79.75%)
65 and over - 113 (20.25%)

Ethnicity:
White – 473 (84.77%)
Asian or Asian British - 15 (2.69%)
Black or Black British – 12 (2.15%)
Mixed - 22 (3.94%)
Other Ethnic Groups - 22 (3.94%)
Not Stated - 14 (2.51%)

Commentary:
In April 2018 the council awarded a contract to PeoplePlus to provide advice, information and support to potential and current direct payment recipients. We are now entering the third year of this contract and the provider continues to reorder its staffing structure to get the best service to those who need it. At the end of 2019 it was concluded that moving to a more physical presence in Brighton and Hove by having a specific duty worker who can pick up immediate issues via email and phone, troubleshoot and most significantly can cover sickness and annual leave of other staff would improve the service. Recruitment was underway for this post as well as for a Team Leader to support across both contracts in the South East (BHCC and ESCC), although due to the present situation with COVID19, these vacancies are currently on hold. However, a new full-time Independent Living Advisor - Emily Davey - joined the team on the 23rd March 2020 bringing with her a wealth of experience in the care industry. Emily is undertaking a virtual induction as she started work on the day before the UK lockdown started. PeoplePlus have also allocated a contract manager to support the contract. At this time of COVID-19 the staff are well set-up to continue their contracted work as they are home workers with laptops and mobile connections. With the exception of visiting clients all other work continues as before via phone, email and skype.
The data for the quarter January to March 2020 clearly shows this shift and the March figures demonstrate concern amongst our Direct Payment clients with an increase in contacts on the phone by 18% and via digital means by 16% having been very stable over the previous two months.

Actions:
1. Development of new performance framework and associated dashboards within the Better Lives programme has been suspended in light of Covid-19 response (Performance & Business Improvement Team, Review Sep 2020).
2. The new Target Operating Model of Better Lives Stronger Communities planned to examine the use of ISF (independent service funds) whereby groups of people can pool money to make for more collective outcomes and efficiencies. The Better Lives programme has been suspended in light of Covid-19 response (Head of Commissioning, Review Sep 2020).
3. Direct Payment training to be targeted at areas of lowest performance. This is currently on hold due to the Covid-19 response, to be reviewed Oct 2020 (Social Work Professional

educator, Review Oct 20).

4. Conversations with Direct Payment Support Provider to define and agree actions to improve take up of Direct Payments and strengthen Direct Payment personal assistant market had started but are currently on hold due to Covid-19 response ; to be reviewed Oct 2020. (Head of Commissioning, Oct 2020).

5. Review current direct payment offer to ensure that this is a viable option and that necessary support is in place to support both those in receipt of DPs' but also Council systems and processes.   Update: People with DPs are currently being reviewed as part of the COVID-19 response. (Head of Commissioning, Review Sep 2020).

6. Further financial modelling on the impact of increasing Direct Payment uptake with potential commissioning options is currently on hold in light of the Covid-19 response (Accountant, Review Sep 2020).

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
% of older people (65 and over) still at home 91 days after discharge from hospital into reablement/rehabilitation services [Corporate - council]	**%**	**80.80**	**N/A**	⬤⬤⬤ **Not yet available**

Position:
Data for 2019/20 is not yet available and is due to be published in October 2020.

In the wake of the Covid-19 pandemic, publication of some Adult Social Care statistics by NHS Digital will be delayed.

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
Number of delayed transfers of care attributable to social care per 100,000 population [Corporate - council]	**No.**	**4.70**	**6.07**	🟢🟠🔴 RED **Declining**

Position:
The DTOC rate is expressed as the average daily delayed days per 100,000 population.
The rate of DTOC attributable to social care between Apr 19 and Feb 20 is 6.07. This equates to 4,857 total delayed days attributed to social care, of which 1,634 (33.64%) were in acute care and 3,223 (66.36%) in non-acute care. Data is usually a month lagged, but due to the COVID-19 pandemic NHSD publication of figures was paused as of Feb 20.

Previous performance
2018-19: 4.71
2017-18: 3.41

2019/20 whole year target of 4.70 has been set as a Maintenance Target based on 18/19 result.

Latest comparator data for 2018/19 show that the national and statistical neighbour average rates are both 3.10 per 100,000 (against equivalent BHCC performance of 4.71). The national average rate improved from 4.34 in 2017/18.
Nationally, 60% of Feb 20 delays were attributable to the NHS, 30% were attributable to Social Care and the remaining 10% were attributable to both NHS and Social Care.
Locally, as of the end of Feb 20, 37% of delayed days were attributable to the NHS, 47% were attributable to Social Care and the remaining 17% were attributable to both NHS and Social Care.

Commentary:
During this period (Apr 19 – Feb 20), non-acute delays from mental health settings at Sussex Partnership Foundation Trust (SPFT) accounted for a high proportion (57%) of social care DTOCs (compared to 53% of social care delays attributable to SPFT in 18/19)

It is important to highlight that whilst delays within Acute settings have been rising gradually over the last 2 quarters this would still be within target when SPFT delays have been removed from the performance data.

The high level of delays within the SPFT , non-acute data relates to difficulties in accessing Residential and Supported Accommodation. A new D2A pathway has been developed to enable timely discharge from SPFT provided services, to enable more people to live independently and reduce risk of over-prescription of care from SPFT settings. Thereby reducing Residential/Supported Accommodation placements and enabling better outcomes for individuals.

Regular Long Length of Stay Reviews (LLoS), involving colleagues in BSUH / CCG each week to support flow in the system, are held once a week and are attended by senior staff in Hospital Social Work services. These LLoS events are designed to support patient discharge, improve flow and enable timely escalation. A LLoS team consists of senior managers and clinicians that review every ward patient to identify reasons for delays that can be resolved 'on the spot' and any barriers to patients achieving their future target date for discharge.

The service dial into a system call on key weekends; bank holidays and on weekends when big events are held (i.e. Pride) to try to resolve any delayed transfers of care out of hospital settings into the community, to free up hospital beds wherever possible.

Due to the Covid-19 pandemic, recording of delays at the hospitals has been paused, pending further information regarding the recording of delays going forward. There is no date stipulated for these to recommence.

Actions:

1. Weekly Long Length of Stay Reviews (LLoS) are currently on hold due to Covid-19 response, to be reviewed Oct 2020. (Senior managers, Review Oct 20).

2. Maintain representation on the A&E Delivery Board where strategic and operational action plans are developed/monitored to address the local issues and create collaborative solutions. Currently on hold due to Covid-19 response, to be reviewed Oct 2020. (Director/Assistant Directors of HASC, Review Oct 20).

3. Participate in the daily BSUH DTOC and complex discharge calls (with colleagues from BHCC, CCG, SCFT AND BSUH). This enables all partners to participate in solution focused discussions to maximise flow and prevent avoidable delays. Currently on hold due to Covid-19 response, to be reviewed Oct 2020. (Assistant Director of HASC, Review Oct 20).

4. Review performance and impacts of new D2A 3 Day Assessment model. Currently on hold due to Covid-19 response, to be reviewed Oct 2020. (Assistant Director of HASC, Review Oct 20).

5. New Discharge to Assess Pathway (from SPFT settings) pilot implemented May 20 – due for review Jul 20. (Assistant Director of HASC, Review Jul 20).

6. Pilot additional short term resource secured to enhance Mental Health Commissioning Team (Assistant Director of HASC, to be reviewed Aug 20).

7. Maintain twice weekly system escalation calls to scrutinise all delays with SPFT settings . (Assistant Director of HASC, Ongoing).

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
Telecare - % of telecare recipients with no community care funded support package [Corporate - Council] - baseline year	**%**		**N/A**	**Trend**
				Not yet available

Position:

This new indicator replaces the previous Telecare indicator which measured the proportion of care and support plans which had telecare as a component. The rationale for the change is to evidence the preventative value of assistive technology in delaying or reducing the need for formal social care. This indicator will be based on data from the 'Jontek' Telecare system . As part of the Eclipse Digital programme we are working with the system supplier to improve access to data and reporting. Once this work is complete we will be able to access the data

required to report on this new indicator.

Commentary
Access to Jontek/Telecare data is priority area of focus for the directorate.
Eclipse Digital Business Analyst appointed was appointed in Oct 19.
Eclipse Digital programme requirements and product scoping took place in late 2019.
Technical and configuration Issues identified with Jontek migration and implementation of upgraded system into the ORBIS Data Centre is awaiting resolution with IT&D.

Actions:
In the wake of the Covid-19 pandemic a revised project timeline for the Eclipse programme is in development. Datasets for this indicator will not be available until prior to implementation and testing of the system.

% of carers assessments completed [Corporate - council]	**%**	**75.00**	**63.07**	AMBER **Declining**

Position:
Between April 19 and Mar 20, 63.07% people in receipt of Carer Support provided during the year have received a completed assessment. A total of 1,245 people from 1,974 in receipt of care support.

Previous performance
Jan to Mar 20 – 63.07%
Oct to Dec 19 – 78.60%
Jul to Sep 19 – 78.41%
Apr to Jun 19 – 76.30%
Mar 19 YTD – 75.19%

The target of 75% aims to maintain 2018/19 performance.
This is a local indicator therefore comparator information is not available.

Results for demographic groups (age and gender)
Under 18: 16 (28.57%), 18-25: 30 (66.67%), 26–64: 724 (68.76%), 65-84: 353 (57.21%), 85+: 122 (60.10%)
Female: 845 (63.49%), Male: 398 (62.09%), Gender not stated: 2 (100%)

Commentary:
The Covid-19 pandemic is expected to have an impact on the timeline of actions associated with this performance indicator.
All carers continue to be referred to The Carers Hub to access a range of advice, assessment support services. The Carers Hub partnership – between the Carers Centre; Crossroads Care; Alzheimer's Society; and Carers Assessment Workers (BHCC) – is ensuring that the vital role carers provide is recognised and supported during this difficult time. We are proactively contacting carers known to our services and completing a Covid-19 Carers At-Risk Screening Tool (which is not recorded as an assessment, hence the slight performance decline), covering key areas, including contingency planning. Following this the carer, if necessary, is referred onto the appropriate services, including further assessment from the HASC Carers Assessment Workers, and can receive regular 'welfare calls'.
The Carers Hub has refocused their activities providing 4 key functions: Connecting carers to the key services, including access to Food, Medication, Personal Protective Equipment, support services for the person they care for; Signposting to up to date guidance; Contingency Planning which needs to focus primarily on carers accessing informal networks within their plans, although there are options for formal services to provide support when necessary; Virtual

Support emotional/wellbeing support via phone, and digital options, as well as emerging virtual support groups (through a range of digital options).

The council continue to offer Carers Assessments and have created a bespoke carers assessment that reflects the emerging issues regarding caring during the Covid-19 restrictions and will be ensuring that carers receive an opportunity in the future to review and update their assessment post Covid-19.

Carers are still able to receive services from the local authority, including respite options, carers personal budgets, contingency planning, the carers card (discount card), the carers digital offer, and employers for carers digital resources. All new carers, or carers seeking to renew their carers card, will receive a letter from Geoff Raw (Chief Executive, BHCC) that can be used as a form of temporary carer identification, stating that the named person is carrying out activities due to their caring role; shopping for more than one person/family; parking permission; and can be used for hospital visiting.

The council also locally provide a Carers Emergency Back Up Scheme, which supports carers to develop contingency plans for if they are unable to provide care. The new National government guidance regarding Covid-19 stresses the need for carers to have contingency plans and the importance of supporting carers.

There is likely to be increasing numbers of carers identified during the Covid-19 pandemic, including those who have taken on caring roles during this time as there is an increasing focus on people receiving support for friends and family.

Carers assessments are still being provided by the council, however performance may be impacted by carers who choose not to proceed with an assessment at this time. Any requests made will be held, and assessments will be offered in the future to suit the carers' circumstances.

Planned reviews with people in receipt of care and support are being completed, and are completing targeted reviews with those people who we know have carers supporting them so that they are offered a joint or separate carers assessment, as appropriate.

A Sussex wide bid for funding from NHS England for "STP/ICS support for accelerated implementation of NHS Long Term Plan (LTP) and system priorities for unpaid carers" was successful, and Care for the Carers (East Sussex) will be leading on this development, in collaboration with the 3 LA's. The STP/ICS support for LTP carers support (NHS England) will result in significant local development work across the Sussex County. The council are yet to hear on the bid for the Carers Innovation Fund (Department of Health), which would also make a significant contribution.

The Triangle of Care Learning Event was very well attended, and the presentation was well received. The council have now been approached to complete a webinar for SPFT staff regarding supporting carers during the current situation, which will be part of the 'on line Carers Festival' in June.

Actions
1. Presentation of the local Carers Strategy to the Health and Wellbeing Board postponed until further notice in light of Covid-19 response (Carers Commissioning Manager, review Sep 2020)
2. Development of new performance framework and dashboards within the Better Lives programme has been suspended until further notice in light of the Covid-19 response (Performance & Business Improvement Team, review Sep 2020)
3. Support the newly one bid for "STP/ICS support for accelerated implementation of NHS Long Term Plan (LTP) and system priorities for unpaid carers" – delayed due to Covid-19 response. (Carers Commissioning Manager, Review Sep 2020)
4. Complete and deliver a webinar for SPFT staff regarding supporting carers during the current situation, for the 'on line Carers Festival' in June. (Carers Commissioning Manager, June 2020)

2019-20 Housing Neighbourhoods & Communities - Council (Corporate)

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
Housing Tenants: Rent collected as % of rent due [Corporate - council]	%	97.20	96.80	AMBER
		Target better than comparators		Declining

Position:
The 2019/20 rent collection rate for council housing tenants is 96.80%. This would amount to £50,375,319 collected during the financial year.
Dec 2019 = 97.14% (annual forecast)
Sep 2019 = 97.19% (annual forecast)
Jun 2019 = 97.51% (annual forecast)
Mar 2019 = 97.81% (actual)
Dec 2018 = 98.10% (annual forecast)
Sep 2018 = 98.31% (annual forecast)
Jun 2018 = 98.56% (annual forecast)
Mar 2018 = 98.66% (actual)
Performance has decreased by 0.34% points between the December 2019 forecast and March 2020 actual result.
The target of 97.20% was set based on a projected small drop in performance due to the impact of Universal Credit (UC).
Provisional benchmarking data from HouseMark for 2018/19 indicates that top quartile performance was around this level (97.5%) before accounting for the further impact of UC since then. Based on arrears data from HouseMark members for 2018/19, the comparator median was 96.4% for local authorities.
At the end of March, 63% of total tenants' rent arrears belong to households known by Housing to be claiming UC. By contrast, these households are 17% of total households (2,113 of 11,445). Actual numbers of tenants in receipt of UC have risen by 196 over Quarter 4, with most of this increase taking place in March (114 new cases). This is a likely indication of the early impact of Covid-19 on tenants' incomes, as a direct or indirect result of loss of employment, sickness, self-isolation or social distancing.

Commentary:
Performance is slightly below target and the main factor driving this is still the impact of UC on council tenants' incomes. As can be anticipated, new factors are now the initial impacts of the coronavirus.
We are already hearing from tenants who have had to make new welfare benefit claims; are reluctant to or are holding off making a claim as this will be their first time and they are hoping something will change; or are already on welfare benefits but are not prioritising spend on their rent because they know the council will, rightly, not take any immediate action against them. Instead their money is being spent on other household essentials such as the cost of increased food shopping, or supporting other family members who are struggling.
The impact of Coronavirus is likely to have an enduring impact on HRA income over the next year or so as increasing numbers have their first benefit payments delayed, get accustomed to budgeting differently, and/or wait for their furlough payments to come through.   This coupled with the already known impacts of Universal Credit, the ambiguity of the future of the local economy and employment opportunities, and the slow rate in which arrears are cleared once they accrue means that this area of work presents a more significant threat to Housing income than it had done in the previously.
The independent business process review of income collection across Housing to help improve performance, carried out by the PMO team, had to be put on hold while PMO resources were diverted to the Covid-19 crisis. Actions arising from this will be determined upon completion.
The team has successfully recruited to vacant posts, and this will, in time, realise the benefits from sustained contacts with, and support to, tenants who are struggling with their rent.

Actions:
1. Carry out analysis of the known or believed impacts of Covid-19 on income collection (Housing Income Manager, June 20 – and ongoing)
2. Assess and carry out actions arising from the income business review – ie are they likely to have an impact on the target to reduce rent arrears across the differing tenancy types in Housing by 1%. (Head of Housing Income, Supply & Customer Service, May 20)   This has

been delayed as the outcomes of the review are not yet know – work suspended due to Covid-19 needs.

3. Research ongoing organisational approaches to managing debt arising from Universal Credit in light of the continued trickle of new cases arising from the government's rollout delay (Head of Housing Income, Supply & Customer Service, October 2020)

4. Look into how technology can support income collection and arrears minimisation e.g. Housing app, text message notifications/reminders, mobile working possibilities (Housing Systems Implementation Programme Manager, Mar 21)

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
% of the council's homes that meet the government's Decent Homes Standard [Corporate - council]	%	**100.00**	**100.00**	GREEN **No change**

Position:

At the end of March 2020 100% of council managed properties met the Decent Homes standard. (just one property out of 11,605 Council homes failed to meet the standard)

This level of performance was first achieved in December 2013 and has been maintained since September 2015.

The target is to ensure that all Council homes meet the Decent Homes Standard (100% decency or 0% non-decent) throughout the year.

The 2018/19 median for local authorities with at least 10,000 units was 99.97%, so at 100% Brighton and Hove would be in the top quartile (in joint first place with many others that achieved 100%).

Commentary:

The council holds asset information for each property on its Asset Management System (Apex) including the age and condition of the individual elements such as kitchens, bathrooms and windows. This information is used to determine if a property meets the Decent Homes Standard and to prioritise improvement works. Properties can potentially become non-decent on the 1st of January each year when the age of each asset element is updated.

Information from the Apex system is used to identify homes that will require planned works in the forthcoming year to ensure they continue to meet the Decent Homes Standard. The budget for decent homes work is set in accordance with the Council's Housing Asset Management Strategy priority of "investing in homes and neighbourhoods".

The following planned works and gas boiler installations have been completed from January to March 2020 to help maintain the Decent Homes Standard in Council owned homes (figures for the year 2019-20 in brackets):

- 168 new kitchens (total of 460 for 2019-20)
- 53 new bathrooms (134)
- 122 new window installations (393)
- 122 properties rewired (377)
- 48 new roofs installed (83)
- 203 new gas boilers installed (785).

In addition, the Council's contractors carried out a total of 103 (36 normal and 67 major) repairs to empty properties during the same period before they were re-let (total of 396 for 2019-20). New kitchens and bathrooms are installed in empty properties where required to meet the Decent Homes standard.

To ensure that the Council can maintain 100% decency going forward it is currently undertaking a sample stock condition survey (20% of homes) to ensure there is up-to-date and accurate information about its stock. The survey will be used to validate existing data and provide a

sound basis to inform investment decisions, including future planned and capital works as well as identifying any immediate remedial works needed.

Procurement of future planned and capital works is also underway although delayed, initially because of the complexity of the procurement process and latterly the COVID 19 pandemic. Planned works are to be let in seven Lots for kitchens, bathrooms, windows, doors, external decorations, internal decorations and electrical works.

Both these factors present risks to maintaining current levels of performance.

The interim findings of the sample stock condition survey indicate that there will be a potential impact on decent homes levels.   Once uploaded to the asset management system this data is likely to show that an increased number of homes will not meet the Standard.   Whilst more accurate information is required to better target planned and capital works it will have an adverse impact on current performance.

The further delay to procurement of planned works because of a pause to the process in response to the Covid-19 pandemic. Whilst action has been taken to develop interim programmes for critical works this is unlikely to include some decent homes work, such as planned kitchen and bathrooms in residents' homes, whilst the service is operating critical services only in response to Covid-19. As a result there may be a delay to rectifying decent homes failures that are highlighted by the updated stock condition survey information. The team will be prioritising these works once the service is in a position to carry out the planned works within residents' homes that are currently restricted due to Covid-19.

Actions
1. Complete sample stock condition survey and upload the new data to the asset management system by end of June 2020 (Head of Housing Repairs & Improvement)
2. Finalise the procurement and award contracts for Housing planned works. Arrangements of how this might be done remotely are currently being considered to achieve a contract start date by November 2020. (Head of Housing Repairs & Improvement).
3. Finalise and manage the interim Planned Works Programme through existing contractors until procurement of new contracts can be completed. (Head of Housing Repairs & Improvement)

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
The number of households where homelessness was prevented due to casework by the council [Corporate - Council]	**No.**	**827.00**	**775.00**	AMBER **Declining**

Position:
Between April 2019 and March 2020, 775 households had their homelessness prevented by the council.

Trend
2019/20 quarterly
Q4 – 140
Q3 – 257
Q2 – 228
Q1 – 150
Full year
2018/19 result – 810
2017/18 result – 791

The target of 827 aims to maintain performance from the previous year.

Comparative data is not available for local authority only data and is only available for prevention by both the local authority and partner agencies. There have also been delays in the release of government data. The latest comparative data available is for 2017/18, where the rate for Brighton and Hove (14.13 preventions per 1,000 households) was 52% higher for council and partner agencies than for England (9.32) and 87% higher than for the South East region (7.56).

Commentary:
The COVID-19 pandemic has impacted on reporting for Q4. The service has shifted to remote working which has been challenging to set up and ensure staff have sufficient equipment and are supported to radically change the way we are doing things in a short space of time. It has also been challenging to move to working with people coming to us for help in a different way rather than face to face. In addition, whilst evictions form private rented accommodation have been paused, it also means the service is not able to use private rented accommodation as an alternative to people becoming homeless. The service is still acclimatising to this way of working and so there is a lag in reporting successful preventions for Q4. It is anticipated being able to report more accurately on this by end of May 2020.

There are still reporting issues as a result of the delayed implementation of Home Connections. The implementation of Home Connections has been further delayed to September 2020 due to the COVID-19 crisis.

Prevention of homelessness is achieved through assisting households to obtain alternative accommodation, or by enabling them to remain in their existing home. Although a high rate of prevention reflects positive work to help people at risk of homelessness, the large number of people facing such a risk also indicates high levels of pressure in the city for people to access settled housing. Households also have complex needs, which present further challenges in homelessness prevention.

It is challenging to prevent homelessness in the city because of a toughening climate in which lower income households find it difficult to access the private rented sector and are at risk of losing accommodation in this sector. This is related to factors such as increasing rents and welfare reforms (such as the Benefit Cap and Universal Credit, which began in October 2017). In addition, many people want to remain within the city, which presents challenges due to the high cost. Nevertheless around 35 households a month are moved into suitable private rented accommodation, following the successful bid for grant funding.

The Homelessness Reduction Act has placed additional duties on local authorities, which must now work with more households and for a greater length of time than previously.

During the COVID-19 crisis and lockdown several avenues of homeless prevention are likely to be limited, and so prevention outcomes over the next two quarters may fall against previous years.

Legislation preventing landlords from evicting tenants until September of this year will have a positive impact on the number of people made homeless in the next two quarters. Officers are looking into how they can prevent homelessness during this lengthy period to relieve as far as possible backlog of evictions.

To help staff build further resilience in the Housing Needs team, a series of training sessions for all staff on working in a psychologically informed environment were held throughout October and November 2019. This training was developed in collaboration with third sector partners. We are now in the first phase of implementing this psychologically informed environment and managers are taking on lead responsibility for several areas of work around this. Implementation has been delayed due to the COVID-19 crisis.

The Customer Insight Dashboard had indicated that Housing Needs under perform on calls received and waiting. To improve this Homemove Calls concerning the housing register has been moved to the Housing Customer Service team.

The Somewhere Safe to Stay hub has been closed during the COVID crisis as it didn't meet social distancing regulations. We have acquired a new block of accommodation to use with this cohort of people and are currently developing plans with partner agencies on how we assist them to find new accommodation to move on to.

The consultation on service design was completed an agreed with staff and union. Its implementation has been delayed due to the COVID crisis and will begin once we return to working in the office.

Recruitment to Agile Housing Officer posts have not been put in place as of yet and will follow work undertaken on the restructure.

Actions:

1. Agree and implement move on plans to assist households accommodated due to the COVID crisis. (Jun 20 Head of Tenancy Services)
2. Consider new ways of working and engaging with customers post crisis. (Head of Tenancy Services, Sep 20)
3. Implement and embed the new service structure, including a psychologically informed environment (Head of Housing Needs, Sept 20)
4. Recruitment to Agile Housing Officer posts (Head of Tenancy Services, Sept 20)

2019-20 Strategy Governance & Law - Council (Corporate)

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
Number of Stage 1 Complaints received by corporate Customer Feedback Team [Corporate - council]	No.		1,586.00	**Trend** **Decreasing trend**

Position:

Between March 2019 and February 2020, 1586 complaints were received to the council and received a stage 1 response, which is the initial response to a complaint from the relevant service.

It is positive to note that complaints have reduced by almost 10% from 1739 received the previous year, however there is no target set for Stage 1 complaints. Significant increases of complaints are a cause for concern, but complaints are encouraged from the city's stakeholders rather than discouraged, as feedback from customers gives valuable insight into potential service improvements needed.

Quarterly trend:

Q4 - 369 complaints

Q3 – 400 complaints

Q2 - 483 complaints

Q1 - 334 complaints

Services receiving most complaints in 2019/20

Cityclean services – 509 complaints (32% of all stage 1 complaints received in 2019/20)

Housing Property & Investment (inc Housing Repairs) – 302 complaints (19%)

Parking services – 139 complaints (9%)

Tenancy Services, Housing Income, Involvement & Improvement – 105 complaints (7%)

Council Tax – 101 complaints (6%)

Notable reductions in complaints compared to the previous year were seen in the following areas:

- Children's Safeguarding and Care (51.9% reduction to 27 complaints)
- City Transport (30.5% reduction to 187 complaints)
- City Environmental Management (10.5% reduction to 545 complaints)
- Revenues (5.6% reduction to 101 complaints)
- Housing (3.1% reduction to 506 complaints)

Early and effective resolution of complaint positively impacts on customer satisfaction, reflected in the council's commitment to respond to all initial complaints within 10 working days. The exception to this being some Adult Social Care complaints which are agreed may take longer where the complaints have increased complexity to assess. 69% of complaints were responded

within the targeted time frame. A positive increase on the previous year from 63.3%. 92.8% of complaints were responded to within 20 days. (excluding adult social care complaints with varying complexities)

Commentary:
The Customer Experience Steering Group consisting of all key services across the council continues to work towards its purpose of improving consistency, resilience, efficiency and driving improvements in the customer experience.
79 Customer Experience Ambassadors are now in place across the council in a variety of services, they champion improving the way that services are delivered across the organisation by embedding key messages in their team/service, which includes learning from customer feedback.
Quarterly Customer Feedback Review meetings with service leads and at Departmental Management team meetings also take place, where emphasis is placed on learning from complaints and other customer feedback to inform service improvement and to support the services in ensuring timely and meaningful responses. This hasn't happened for quarter 4 because of Covid emergency.
Services recognise that there is a need to try to reduce complaints by resolving issues of concern early, and that dealing with formal complaints is costly (stage 1 complaint on average costs £100 and stage 2 £450). The key barrier to reducing avoidable complaints continues to be service capacity issues to develop and drive service improvements.

Actions:
1) Housing Management
The Housing Management service are sharing overdue complaint lists from managers to bring awareness and improve response times. The complaints coordinator for Housing will also attend team meetings and give feedback about response times, using nudge techniques and recommendations to help busy managers ensure the appropriate officers are investigating and drafting responses for them to check, agree and sign.
(Complaints coordinator and Tenancy Operations Manager – Ongoing)
2) Parking
Parking services continue to try to ensure that complaints are not recorded when they are not complaints regarding service delivery, as a separate route of appeal exists for disputing Penalty Charge Notices (PCN's). However, a number of these are still being considered through the complaints process, and work continues to reduce the incorrectly processed complaints by identifying these and managing them through the correct procedure.
(Customer Feedback Manager, Parking Business Development Manager & PCN team manager – June 2020)
3) Transport
All complaints are also being managed through a dedicated email inbox to order to ensure that the complaints are assigned to the correct officer and answered promptly. This aims to reduce complaint response times and provide more consistent performance across the service.
(Transport Business Development Manager – Ongoing)
4) Health, Special Needs and Disability Service within FCL
Additional focus is being placed on improved quality and speed when screening cases. Managers are meeting fortnightly to enable this and are contacting the parent/ carer to get and give updates, in line with the managers' meetings. This will result in the customer being kept more regularly informed and should minimise concerns about case progress, therefore addressing a common theme in the service's customer feedback.
(Head of SEN Statutory Services – Ongoing
5) City Environmental Management
CityClean continue to work on a programme of modernisation projects to improve the quality of services delivered, including improvements to the information about missed collections provided to customers and contact centre staff through an improved online tool and operations process (Operations Manager and Digital Customer Product Manager, City Environment, Ongoing). A

specific Project officer is now working on persistent missed collections – analyzing each situation on an individual basis to identify the root causes that cause the same issues to recur. This analysis is conducted using the data from the contact centre, taken directly from customer feedback, therefore should have a direct impact on customer satisfaction. (Head of Projects and Improvements - CityClean –ongoing).

6) Revenues & Benefits service

Council Tax have reduced the time it takes to process billing changes, but there is still currently a high amount of outstanding work, which leads to incorrect bills, increased contact from customers, therefore increased complaints. Introduction of a Citizen's Access Portal in December 2019 has, as anticipated, created an initial increase in contact from those wishing to register for the online service, but is still projected to reduce contact through telephones and unstructured emails, as more customers are able to self-serve common transactions which previously would have required an interaction with a member of staff. Work to improve the customer journey of accessing your council tax account online has been paused due to development of new critical digital capability to meet needs relating to the C-19 pandemic but will resume when this exceptional demand on development resource reduces, to further reduce the need for customers to contact the service. (Revenues & Benefits Manager – June 2020)

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
% of all complaints received by the council that are not resolved at Stage 1 and are escalated to Stage 2 and investigated. [Corporate - council]	**%**	**10.80**	**10.50**	**GREEN** **Improving**

Position:

Between March 2019 and February 2020, 10.5% complaints (162 complaints out of a total of 1542) were escalated to Stage 2. The council has a three-stage process for formal complaints, Stage 1 is the initial stage of the formal process when a complaint is received - these complaints are investigated and responded to by the service concerned. If a customer remains unsatisfied with the response form the service, their complaint is escalated to Stage 2 and investigated by the corporate Customer Feedback team independent of the service concerned. Please note that according to the statutory process in place for managing Adult Social Care complaints these complaints are escalated to the Local Government and Social Care Ombudsman (LGSCO) directly and are not included in the Stage 2 process.

This target for Stage 2 escalations of 10.8% or fewer complaints has been set to maintain 2018/19-year end performance. Comparator information for this measure is not available.

Quarterly trend:

Q4 9.7% (35 out of 361 complaints)

Q3 13.8% (54 out of 390 complaints)

Q2 8.8% (41 out of 467 complaints)

Q1 9.9% (32 out of 324 complaints)

Services where this escalation target was not achieved are: Parking Services 12% (14/ 117 complaints), Tenancy Services and Income, Involvement & Improvement services within Housing 17% (14/82 complaints), Housing Needs 13.8% (11/80 complaints).

Commentary:

The financial costs and reputational damage caused by a failure to resolve complaints at the initial stage (Stage 1) can be significant. In terms of cost alone, managing an initial complaint (Stage 1) including processing and investigating it and responding to it can cost up to £100 in officer time. For an escalated complaint (Stage 2) the cost can be up to £450. The costs are absorbed between the customer feedback team and the council services responding to the complaint.

Customer Feedback Managers analyse Stage 1 responses that are upheld at Stage 2 to understand the reason the case was escalated and provide advice on how to improve the Stage 1 response so that escalation is avoided in future.

Customer Feedback Managers deliver training courses in 'Complaint Investigation Skills and Service Improvement' along with individually tailored training and coaching as needed.
10% of complaint responses are being quality assured against the agreed standard developed by the Customer Experience Steering Group. Feedback will be given to individual managers on how responses could be improved. A sentence library has been created as a resource for improving responses and will continue to be updated.

Actions:
1) Learning from Stage 1 & stage 2 complaints is to be shared across all officers, as this can prevent misinformation/ mis advice spreading on a topic, and therefore reduce complaints on the same matter escalating. (Head of Housing Needs, Head of Tenancy Services and Customer Feedback Manager HNC - June 2020)
2) Tenancy Services & III have begun sharing actions identified through all stages of complaints, especially from upheld LSGCO complaints, with all managers responding to complaints. As the service is so vast and teams work on specific tasks, learning from specific complaints wasn't previously felt to be relevant to other teams. (Tenancy operations manager and complaints coordinator – June 2020)
3) Parking Services are working with the Customer Feedback team to ensure that the process of challenging a Penalty Charge Notice is aligned with the LGSCOs best practice guidance. An LGSCO focus report on Traffic and Parking fines states that PCN challenges should be accepted in a range of formats, and should be considered as challenges, even if not made in the way that the Local Authority prescribes. Brighton & Hove City Council currently only accept challenges in writing, through a specific online form. (Customer Feedback manager, Business Development Manager & PCN team manager, Parking, June 2020)

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
% Local Government and Social Care Ombudsman (LGSCO) complaints upheld or partially upheld [Corporate - council]	%	55.00	54.00	GREEN **Improving**

Position:
The Ombudsman's published figure for complaints upheld for the council in 2018/19 (April to March) is 54%. This is the latest available information.
The target of 55% is set to meet the average for statistically 'similar authorities' (Provided by the LGSCO).
Local Government and Social Care Ombudsman (LGSCO) complaints upheld or partially upheld has improved for Brighton and Hove from 57% in 2017/18.
The council had provided a satisfactory remedy before the complaint reached the Ombudsman in 35% of cases. For Brighton & Hove City Council in 2018/19, this result was 35%, which compares to an average of 11% for similar authorities.

Commentary:
The Ombudsman states in his report that high volumes of complaints can be a sign of an open, learning organisation, as well as sometimes being an early warning of wider problems, and that low complaint volumes can be an indication that an organisation is not open to user feedback.
The Ombudsman is placing more emphasis on identifying and sharing learning from the investigations they carry out. To ensure that learning takes place within the council the recommendations are referred to Heads of Service and the case managers. The Director and Assistant Director have oversight of all cases where there is a finding of fault. The Ombudsman requires that we provide evidence their recommendations have been carried out and may consider issuing a public report if they are not.
It is vital that the council manages services and complaints effectively as there are significant costs involved in administering and responding to the enquiries the Ombudsman makes, which varies considerably depending on the specific case, but as a minimum would cost the same as an average Stage 2 investigation at £450 per complaint. To gain value from investigations and to minimise additional investigations in the future the council ensures that as much key learning

is as possible is taken from these investigations and shared with services.

Actions:
1) Bringing individual service decisions and learnings from the LGSCO together and sharing with the whole organisation. (Customer Feedback Managers & Customer Experience Lead, ongoing).
2) Encouraging service managers, when upholding complaints, to consider whether an ex gratia payment may be appropriate redress for any injustice caused. Detailed information is available from the LGSCO about their suggested amounts and circumstances in which this should be considered, this is a valuable and easy to access online tool. (Customer Feedback Managers, ongoing).
3) Services are to be encouraged, once they have exhausted options for resolution, to route dissatisfied customers to the formal complaints process. This helps manage and structure the customer contact, as well as providing a clear escalation route to the LGSCO. (Customer Feedback Managers, ongoing)

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
Number of compliments received from public and external partners [Corporate - council]	**No.**	**1,375.00**	**1,533.00**	GREEN **Improving**

Position:
Between March 2019 and February 2020, 1533 compliments were received to the council. A compliment is recorded when a person praises a member of staff or a service for the work they have done. The target has been set to maintain the levels of compliments received in the previous year. 1533 is a 7.2% increase on the previous year.
Quarterly trend:
Q4 – 326 compliments Q3 – 433 compliments Q2 - 389 compliments Q1 - 385 compliments

Notable increases in compliments against the previous year were seen in the following areas:
-   Children's Safeguarding and Care (37.8% increase to 116 compliments)
-   City Development and Regeneration (53.5% increase to 58 compliments)
-   City Transport (18.6% increase to 145 compliments)
-   City Environmental Management (39.9% increase to 168 compliments)
-   Education & Skills (53.6% increase to 140 compliments)

Whilst most other areas received a similar level of compliments compared to last year, a significant decrease (41%) has been seen within the Housing Property & Investment teams (specifically Housing Repairs).
This is attributed to the passing on, logging and recording of compliments, which during the transition project from Mears, did not receive the same level of focus as in previous years. The service will be working to ensure that going forward, the positive feedback received by and about operatives is all captured and logged.

Commentary:
Recording compliments received as well as complaints helps to provide a balanced perspective of user satisfaction. Compliments also help to drive improvements as they inform the council what they are doing well. Patterns and trends are identified in compliments received and this information is shared with services and is a valuable source of learning.
Additionally, compliments are very useful for motivating teams and helps provide additional value to the work they are doing and reminds them that their work is appreciated. Receiving positive feedback also reinforces the value of excellent customer service.
The value of Compliments is promoted in the Complaints Investigation and Service Improvement workshops.
Compliments are categorised against the commitments in our customer promise and give a sense of what customers value most about the way services are delivered , as follows.

Clear   4%
Easy to contact and responsive 8%
Get things done 66%
Helpful and supportive 19%
Respectful 4%

Actions:
1)   The Customer Feedback Team will continue to encourage and remind teams to send their compliments to Customer Feedback using the generic email address as this will enable us to build a picture of what customers find valuable. (Customer Experience Lead, Ongoing.)
2)   Compliments received are discussed with services leads in quarterly meetings to inform service improvements and for service leads to share with their teams. (Customer Feedback Managers and Service Lead, next discussions taking place by June 2020)
3)   A Wave story featuring compliments is published monthly (Customer Feedback Managers, Ongoing)
4)   Quarterly customer feedback reports are now being produced in a format which can be published on the wave and shared with staff, focusing on improved performance and individuals receiving compliments (Customer Experience Lead & Customer Feedback Managers, Ongoing)