

Council Plan progress update 2024/25

63



Creating the conditions for the right people, with the right information to drive delivery of our Council Plan

Be connected



Providing timely evidence and insight on performance to enable decisive corrective action

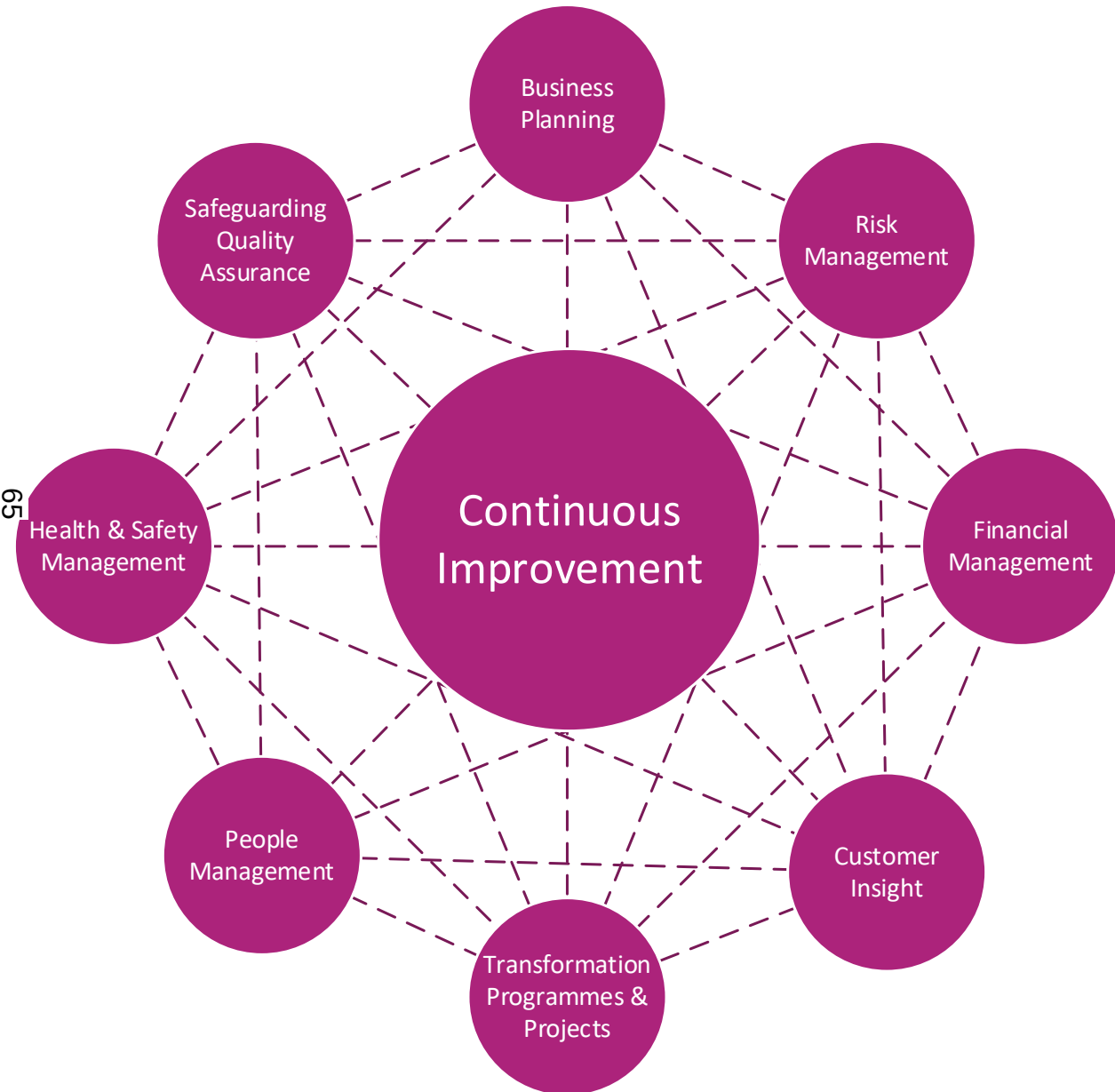
Be confident



Brighton & Hove
City Council

Summary progress update 2024/25	5
Corporate Leadership Plan: Year-end progress update	10
Corporate Key Performance Indicators: 2024/25 results	24
Strategic risk register: Summary report	32
Customer insight: 2024/25 report	45
Performance Management Framework: 2024/25 report	62

Performance Management Framework

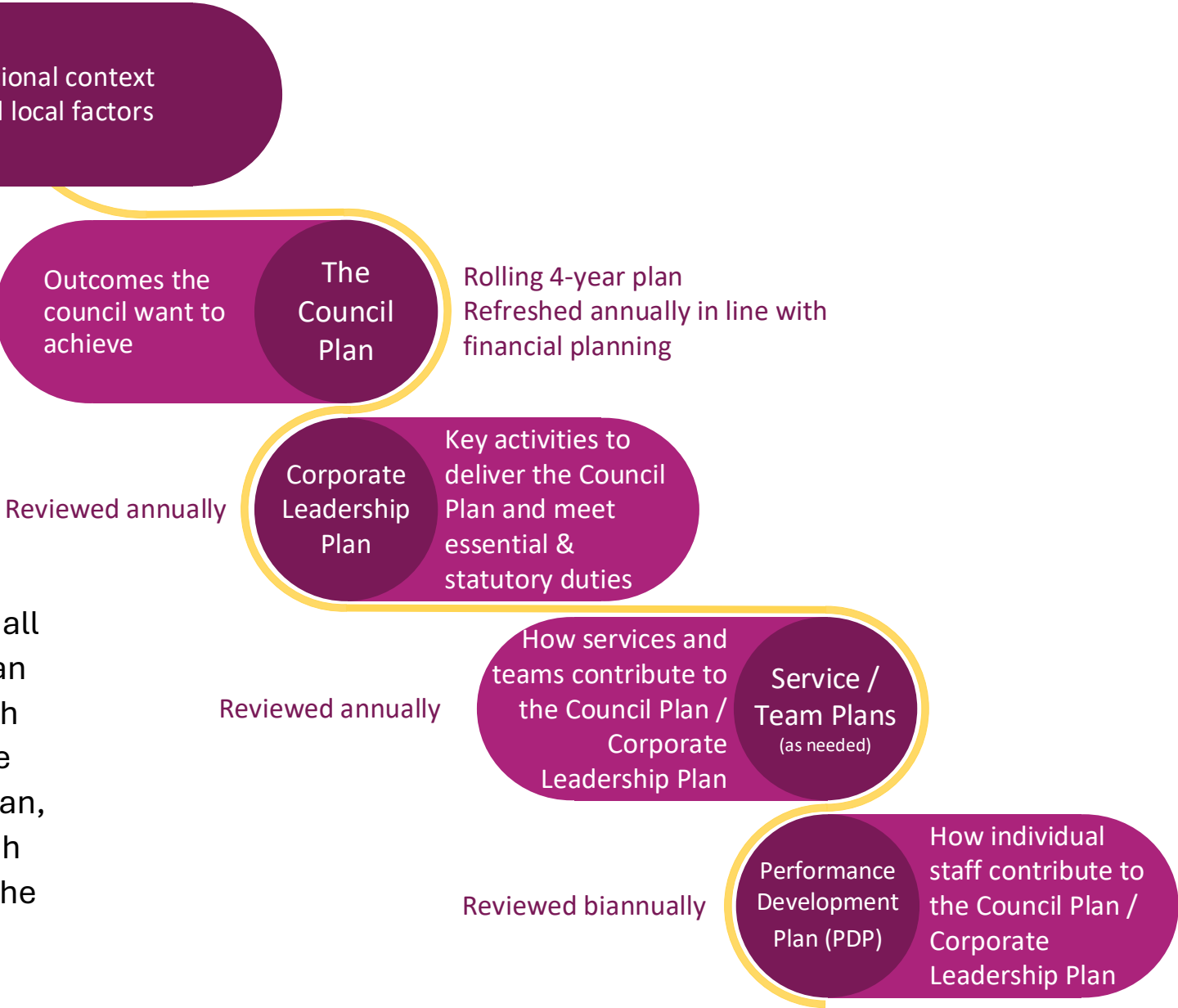


Best Value Authorities are under a general Duty of Best Value to “make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.”

The eight elements of the Performance Management Framework are a key element of our Corporate Governance and allow us to understand the performance of the council as a whole which provide us with a better context in which we are operating. The elements are inter-related; most services contribute to every element in the framework.

The Performance Management Framework sets out to ensure:

- > strong leadership at all levels which is consistent and fair and challenges blame culture
- > commitment to the accountability that has been assigned to individuals
- > the right information reaching the right people at the right time so that decisions are made and actions are taken
- > ongoing evaluation, review and learning to help improve future performance
- > the ability to identify and commitment to rectify poor performance at an early stage



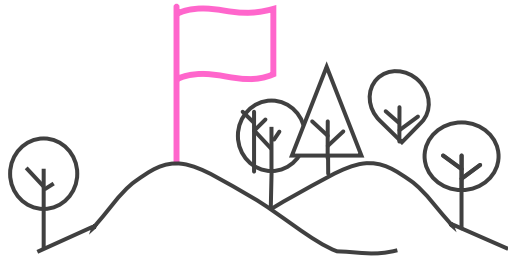
The Golden Thread

The Golden Thread is a concept that ensures all council activities are aligned with Council Plan outcomes through the planning process. Each plan demonstrates how they contribute to the priorities and outcomes of the overarching plan, ultimately illustrating, and mapping, how each council officer contributes to the delivery of the council plan.

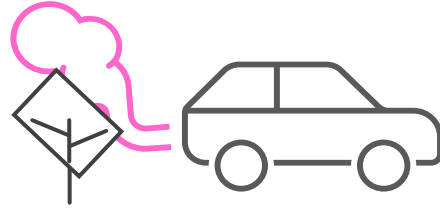
Summary progress update 2024/25

March 2025

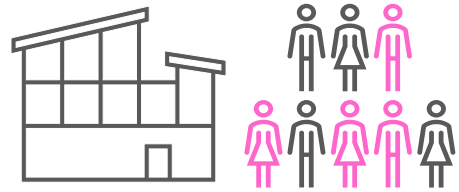
What we've achieved



Awarded seven Green Flags for Parks across the city



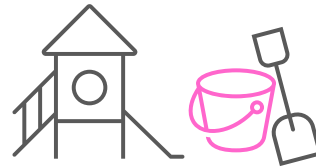
Improvements in air quality across the city (Nitrogen Dioxide levels) from 36.1µg/m³ in Mar 24 to 30.2µg/m³ in Mar 25



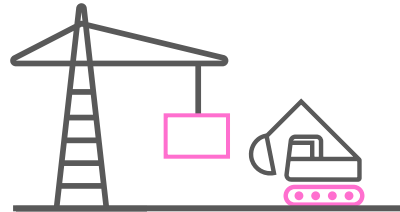
Nearly 1,800,000 attendances at council owned indoor sports facilities during 2024/25. A 14% increase from the previous year



Hove Beach Park development including award winning skatepark, padel courts and tennis courts

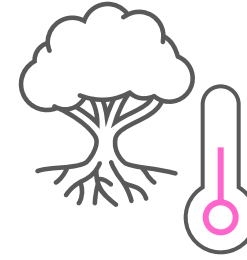


Over £5m invested in playground refurbishment



Regeneration has started on sites at Madeira Terrace and Valley Gardens 3 and key milestones reached at Black rock

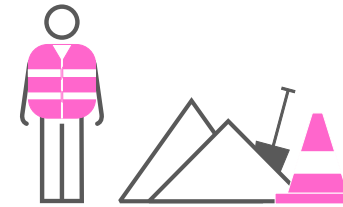
Challenges and areas of focus



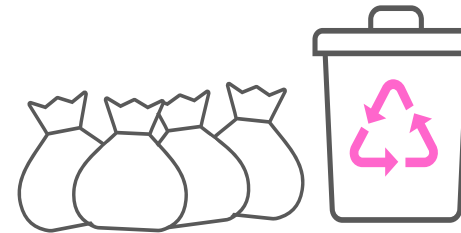
Preserving the future of our trees by limiting the spread of disease



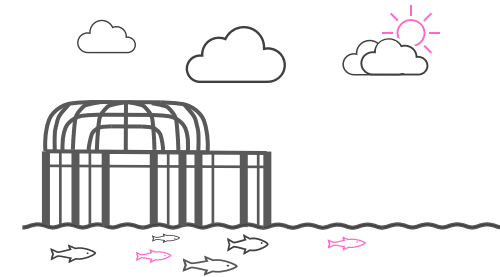
Improving the reliability of our refuse and recycling collection service by reducing the number of reported missed collections per 100,000 from 591 to under 512 (*target value*)



The future maintenance of roads and pavements (*Strategic Risk*)



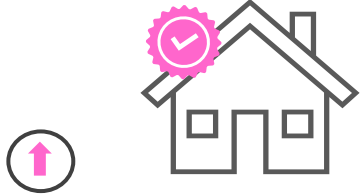
Increase our recycling Rate to from 26.8% to 33.2% and reduce residual household waste from 572kg to below 531kg (*target value*)



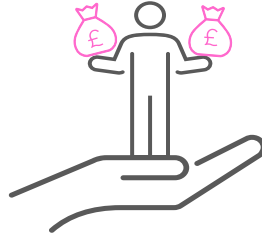
Investment, restoration and maintenance of our seafront

A city to be proud of

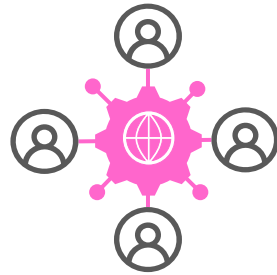
What we've achieved



98% of council owned homes meet the government's Decent Homes standard. 1.7% higher than benchmark



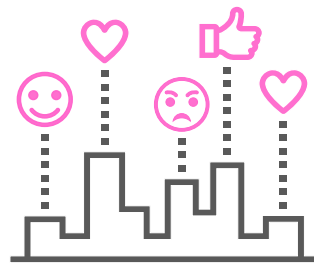
New Corporate Debt policy ensuring we collect public debt in a fair & ethical way



Established the Poverty Reduction Steering Group to improve targeting of support and develop a preventative approach.

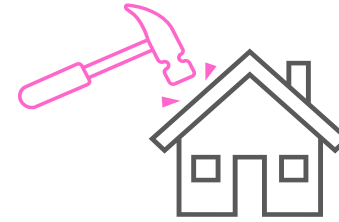


65.6% [10.6% above benchmark] of homelessness prevention cases have been closed with a successful prevention outcome, supporting residents into settled accommodation

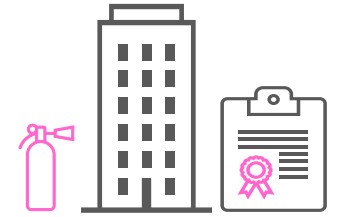


Over 19,000 responses on public consultations through the Your Voice engagement platform

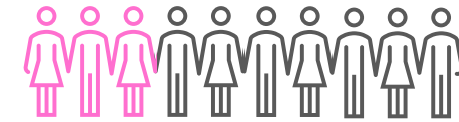
Challenges and areas of focus



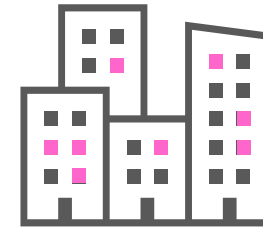
Increase the number of routine housing repairs completed on time from 47% to 70% (*target value*) [New jobs are at 59%]



Delivering planned improvement works to council homes and evidencing compliance with building and fire safety regulations for council homes



Increasing the number of homelessness cases presenting during the prevention duty stage from 32.45% to 50% (*target value*)



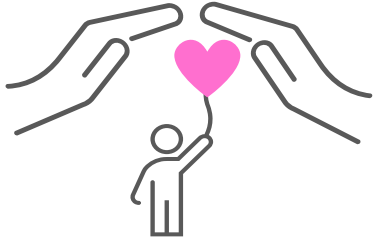
Reduce the number of households in temporary accommodation from 1,970 to 1,770 (*target value*)



Increase the rent collected from tenants of council owned homes from 93.12% to 95.4% (*target value*)

A fair and inclusive city

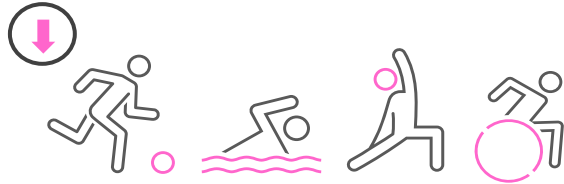
What we've achieved



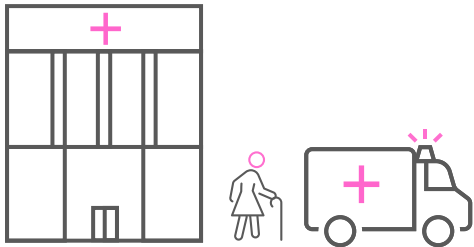
89% of Initial Child Protection Conferences are held within 15 working days of a strategy discussion



The average Attainment 8 score for all pupils in state-funded schools at the end of Key Stage 4 of 48, 1.6 above the national average



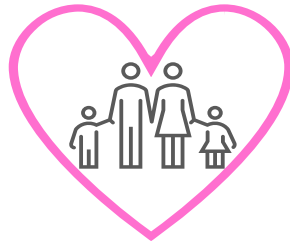
Over 79% of adults are physically active, 12.8% higher than the average for England



The Hospital Social Work team has supported a consistent rate of 90% of discharges to the usual place of residence



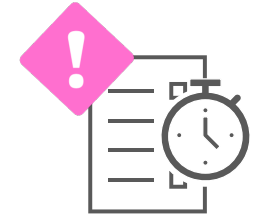
90.6% [6.1% above benchmark] of Strengthening Family Assessments completed in 45 days, ensuring timely support is initiated to meet family needs



Challenges and areas of focus

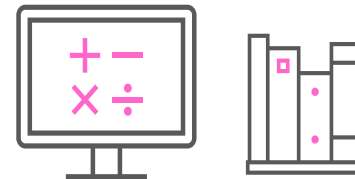
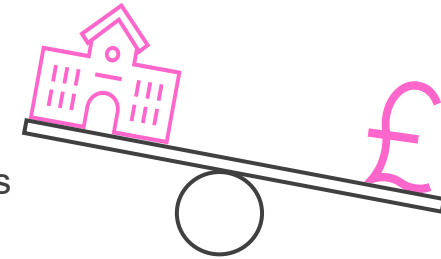


Increased demand Education, Health & Care needs assessments



Managing risk for service users on waiting lists for Adult Social Care

Falling numbers of school aged children present significant challenges in filling school places and balancing school budgets



Supporting children at risk of disadvantage through their education to achieve better outcomes



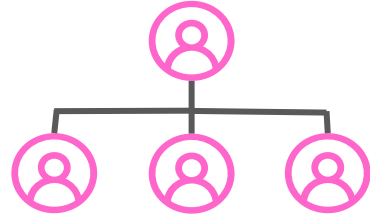
% of 16 and 17 year-olds who are not in education, employment or training (NEET) or whose NEET status is not known 6.7% (5.4%)

A healthy city where people thrive

What we've achieved



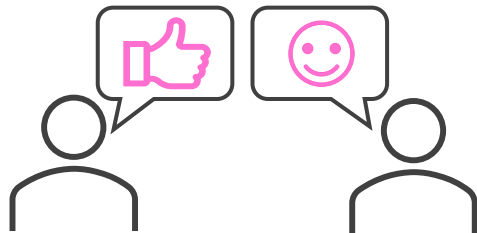
Started our journey to becoming a Learning Organisation



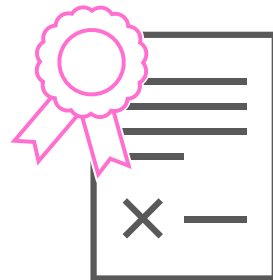
Implemented organisation design and senior management structure underpinned by learning organisation principles and delivered £2.4m savings

Improvement in our workforce profile in Mar 24 compared to Mar 25

- > BME from 10.8% to 11.9% [City 12.1%]
- > Disability 9.1% to 9.9% [City 11.7%]
- > LGBT 15.47% to 15.71% [City 12.2%]

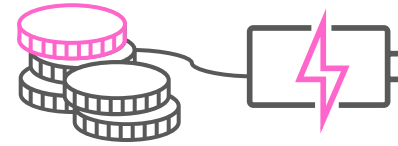


New customer face to face delivery model launched including community access points

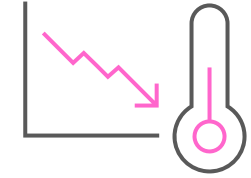


Approved devolution proposals for a new Strategic Authority for Sussex, led by an elected Mayor from May 2026

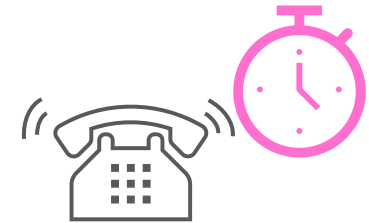
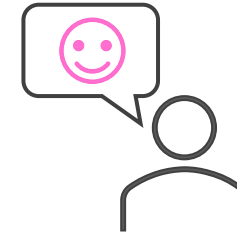
Challenges and areas of focus



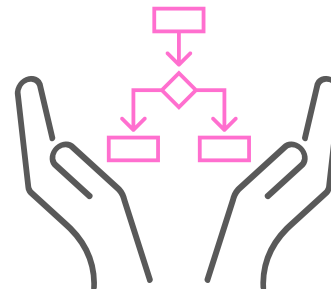
Financial sustainability & organisational capacity
(Strategic risks)



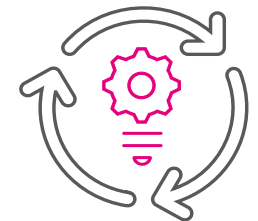
Reduce the average number of working days lost to sickness from 11.24 to 10.9 (target value)



Improve the customer experience within Council Tax (20% satisfaction) and Housing Needs services (27% satisfaction)



Strengthen our governance arrangements (including Financial systems, Digital, Contract Management & Health & Safety)



Develop and implement Innovation & Change approach to ensure focus remains on delivery of the Council Plan, MTFS and embedding Learning Organisation.

A responsive council with well-run services

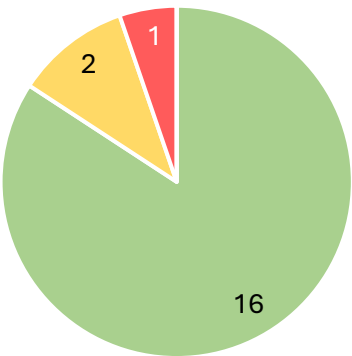
Corporate Leadership Plan

Year-end progress update

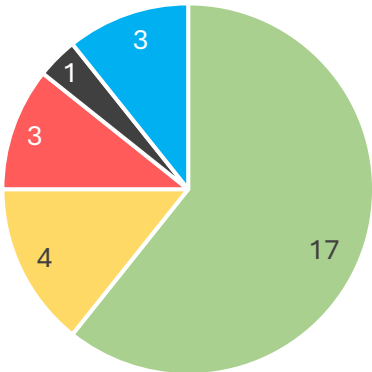


Brighton & Hove
City Council

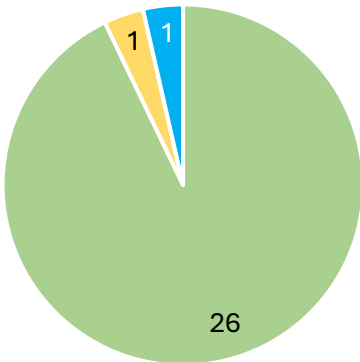
100 actions are monitored through the Corporate Leadership Plan.



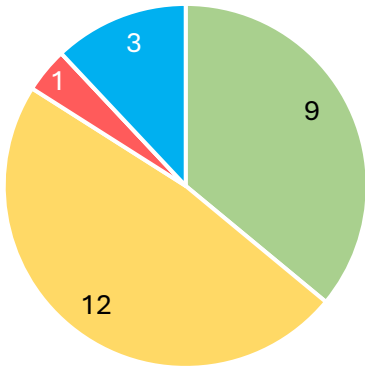
A city to be proud of



A fair and inclusive city



A healthy city where people thrive



A responsive council with well-run services

Action Status	Description
On-track	The action is on-track and being delivered as expected, or with slight variance that has no meaningful impact on overall benefits. For example, it was slightly delayed but there was no impact on our customers.
Monitor	The action is off-track but will be delivered largely as expected with any impact on overall benefits not considered significant. For example, you have plans in place to deliver the required action but there are challenges or issues that may impact, or are impacting, our ability to deliver it as previously expected – this requires us to pro-actively monitor the action
Action required	The action is off-track with the potential to have a significant impact on the delivery of the expected benefits, or outcome. We do not expect to deliver the work as planned and further action is required to bring the work back on track.
Complete	The action has been completed and has had the anticipated impact and delivered the expected benefits, or the action has been completed with slight variance but there is no significant impact on overall benefits. Outcomes have been realised through delivery of the action
Stopped	All work on this action has currently stopped and we will not deliver the expected outcomes.

Council Plan Outcomes: Corporate Leadership Plan action references

Ref	Outcome
1	A city to be proud of
1.1	Investing in our city
1.1.1	Develop Brighton & Hove as a place where people want to live, work, and learn
1.1.2	Grow a diverse and sustainable city economy
1.1.3	Promote and protect what makes Brighton & Hove unique
1.1.4	Develop talent and enable lifelong learning
1.2	An accessible, clean, and sustainable city
1.2.1	Keep our city clean and manage waste
1.2.2	Work towards carbon net zero
1.2.3	Protect and enhance the city's natural environment
1.2.4	Make it easier for people to move around the city
2	A fair and inclusive city
2.1	An inclusive and fairer city
2.1.1	Engagement and collaboration
2.1.2	Fight discrimination and embrace diversity
2.1.3	Work to reduce inequality
2.2	A city where people feel safe and welcome
2.2.1	Tackle crime and antisocial behaviour
2.2.2	Create safe public spaces that are accessible for all
2.3	Homes for everyone
2.3.1	Improve housing quality
2.3.2	Increase housing supply
2.3.3	Improve housing support for residents

Ref	Outcome
3	A healthy city where people thrive
3.1	A better future for children and young people
3.1.1	Keep children and young children safe and ensure no child or family is left behind
3.1.2	Develop our prevention and family support offer
3.1.3	Support the provision of high quality and inclusive education from early years through to adult learning
3.1.4	Work with partners to deliver ambitious employment, training and apprenticeship opportunities
3.2	Living and ageing well
3.2.1	Enable people to live healthy, happy and fulfilling lives
3.2.2	Provide joined up services and ensure everyone has access to the information, advice and services they need
3.2.3	Ensure there is a safe, effective, sustainable and quality health and care provision in the city
4	A responsive council with well-run services
4.1	Meeting the needs of our residents and other customers
4.2	Our ways of working
4.3	Good governance and financial resilience

Council Plan Outcome	Action	Action status
1.1.1	Deliver the Sports Facilities Investment Plan (SFIP) to improve indoor sports facilities in the city.	On-track
1.1.1	Enhance and preserve the city's parks, trees and green spaces to keep them safe and attractive for residents and visitors, and increase biodiversity.	On-track
1.1.1	Attract major events and investment to develop the city, including the seafront, as a key leisure destination for the benefit of visitors and residents.	On-track
1.1.1	Optimise the city's parking resources to meet the needs of the city and support making it a place where people want to live, work and visit.	On-track
1.1.1	Prepare and implement the City Plan to shape development and design of land use and the city's built environment, including infrastructure to meet the city's needs	On-track
1.1.2	Lead the city's major regeneration projects to protect heritage assets and attract investment to our city	On-track
1.1.2	Deliver an Economic Plan for the city to grow the local economy, creating more jobs for city residents and building community wealth.	On-track
1.1.3	Deliver the Shared Prosperity Fund in line with the Investment Plan to support local businesses, communities and place, and people and skills.	On-track
1.1.3	Ensure the city remains a leading national and international visitor destination, promoting the city as a place to host events and conferences that deliver an economic benefit.	On-track
1.1.3	Drive the growth and development of the city's creative, culture and heritage sectors, effectively managing key relationships with stakeholders to protect the uniqueness of Brighton and Hove as a creative destination.	On-track

Council Plan Outcome	Action	Action status
1.1.4	Increase use of our libraries and improve facilities and library users' experience	On-track
1.2.1	Deliver the City Environmental Improvement Programme to develop a sustainable, efficient waste management service with a focus on minimising waste and keeping the city clean and attractive.	On-track
1.2.2	Deliver the Fleet Strategy and fleet replacement plan to end the use of all petrol and diesel vehicles across the council by 2030.	Monitor
1.2.2	Develop a new programme to address the climate and biodiversity emergencies and help the city transition to carbon net zero.	Monitor
1.2.2	Protect properties from surface water flooding.	On-track
1.2.3	Implement the objectives of the City Downland Estate Plan (CDEP) to protect and enhance the land for future generations.	On-track
1.2.4	Agree and implement works to protect and restore the city's coastal and seafront infrastructure.	Action required
1.2.4	Deliver a Local Transport Plan (LTP) to ensure residents, visitors and businesses are better connected.	On-track
1.2.4	Implement the Highway Asset Management Plan to manage asset condition, deliver planned maintenance programmes and improve public safety on the highway.	On-track

Council Plan Outcome	Action	Action status
2.1.1	Enable effective consultation with residents over key council strategies and policies, distilling the information to improve outcomes	Monitor
2.1.1	Enable residents to play a bigger part in the work of the council	On-track
2.1.1	Effectively communicate the progress and achievements of the council's corporate priorities and services	Monitor
2.1.1	Refresh the city's strategic partnership arrangements to collectively address city challenges	Action required
2.1.2	Develop and agree a Gender Equality Strategy.	Stopped
2.1.2	Create a council that is equitable, diverse, inclusive and accessible as an employer and service provider, implementing the Fair and Inclusive action plan including embedding the Anti-racism strategy and Accessible City Strategy.	Monitor
2.1.2	Develop options and agree the implementation of measures to support and protect LGBTQ+ spaces in the city.	Complete
2.1.3	Develop and deliver a new four-year investment prospectus for the community and voluntary sector that delivers the ambitions of the council plan	On-track
2.1.3	Secure our re-accreditation as a city of sanctuary and become best practice council in welcome and integration of refugees	On-track
2.1.3	Enable cross council and city collaboration to address poverty	On-track

Council Plan Outcome	Action	Action status
2.2.1	Collaborate with city partners in delivering the Community Safety Strategy to address drug related issues in the city and tackle violence against women and girls	On-track
2.2.2	Protect public health and maintain a fair and safe trading environment for residents, businesses, and visitors in the city.	On-track
2.3.1	Deliver Planned and Major Works Capital Programmes to ensure our housing assets are maintained, improved and kept in a good state of repair.	Monitor
2.3.1	Ensure the council complies with Social Housing Regulation Act 2023 and meets the four draft consumer standards to improve safety and quality of homes, resident engagement and satisfaction.	On-track
2.3.1	Improve the condition of private rented sector accommodation to improve the health, safety and wellbeing of tenants.	On-track
2.3.1	Improve the energy performance of council homes to make homes warmer, reduce costs for residents and reduce our carbon footprint.	On-track
2.3.1	Invest in building and fire safety to meet new duties under the Building Safety Act and new Fire Safety (England) Regulations and ensure we are compliant with Health & Safety.	Action required
2.3.1	Maximise rent collection and reduce arrears to secure consistent revenue to reinvest in housing and improve the financial position for residents to sustain their tenancy.	On-track
2.3.2	Build new council homes to meet the number of homes required in the city.	On-track

Council Plan Outcome	Action	Action status
2.3.2	Commission single homelessness and rough sleeper supported accommodation to provide support for people to transition towards independent living.	Complete
2.3.2	Create new social housing lets by reducing under occupancy to make best use of available housing in the city.	On-track
2.3.2	Implement the new Housing Strategy to deliver accessible, affordable and high-quality homes for everyone in Brighton & Hove.	On-track
2.3.2	Increase housing supply of new and affordable homes to meet the needs of current and future residents.	On-track
2.3.2	Review the Housing Allocations Policy to ensure housing is allocated fairly, transparently and to those most in need.	On-track
2.3.3	Implement the Homelessness Transformation Strategy to improve the customer journey for people facing homelessness and maximising opportunities to prevent homelessness	Complete
2.3.3	Modernise the repairs and maintenance service for council owned housing, maintaining high tenant satisfaction and optimising social value.	Action required
2.3.3	Decrease the number of households in temporary accommodation to reduce council expenditure and provide quicker access to settled accommodation.	On-track
2.3.3	Review the Homelessness and Rough Sleeping Strategy to prevent homelessness and support homeless people and rough sleepers to access and settle in accommodation.	On-track

Corporate Leadership Plan: A healthy city where people thrive

Council Plan Outcome	Action	Action status
3.1.1	Deliver a robust and improving social work and social care service that keeps children safe.	On-track
3.1.1	Develop provision to enable more children to receive care and education in the city maintaining connections with their personal networks	On-track
3.1.1	Improve educational outcomes for the city's most disadvantaged to support all children and young people to reach their potential	Monitor
3.1.1	Deliver the city's Special Educational Needs & Disability (SEND) Strategy 2021-2026 to protect and improve outcomes for children and young people with special educational needs and disabilities	On-track
3.1.2	Work with partners to meet the needs of children & young people with emotional and mental health needs in order to keep them safe and well	On-track
3.1.2	Work with partners to ensure all young people can access high quality youth services to support their transition into adulthood.	On-track
3.1.2	Deliver high quality Family help services to provide support when it is first needed	On-track
3.1.2	Improve the health and wellbeing of children and young people in Brighton & Hove through the delivery of our Starting Well programmes	On-track
3.1.3	Implement a School Organisation Strategy to address surplus places and budgetary pressures to promote sustainability of the city's schools	On-track
3.1.3	Support early years and childcare providers, including our nurseries and nursery classes to ensure the best start in life through provide high quality early years services	On-track

Council Plan Outcome	Action	Action status
3.1.3	Deliver high quality adult learning opportunities to support life long learning and maximise employment opportunities	On-track
3.1.3	Continue investment in our education buildings to ensure learning environments are fit for purpose.	On-track
3.1.4	Collaborate with educational institutions and businesses to put into action the City Employment and Skills Plan that seeks to improve job opportunities and career growth	On-track
3.1.4	Work with partners to increase the take up of apprenticeships and pre-employment activities to maximise opportunities for longer-term employment	On-track
3.1.4	Continue to support care experienced young people into education training and employment to achieve well in their adult lives	On-track
3.2.1	Support people to age well in Brighton & Hove	On-track
3.2.1	Improve the health and wellbeing of adults across the city through the delivery of our Living Well programmes: - Physical Activity & healthy weight - Public Mental Health and Suicide Prevention - Drugs & alcohol - Tobacco control & stop smoking - Sexual health	On-track
3.2.1	Provide assurance and support for health protection ensuring robust prevention and response systems are in place.	On-track
3.2.1	Support the Council to deliver the Health and Wellbeing Strategy to address the broader determinants of health.	On-track

Corporate Leadership Plan: A healthy city where people thrive

Council Plan Outcome	Action	Action status
3.2.1	Develop the public health intelligence and epidemiological resource and the council to be more research active.	Complete
3.2.2	Develop and deliver Brighton and Hove's 'Improving Lives Together' Place Based Plan. - Integrated Community Team - Multiple Compound Needs (MCN) Transformation Programme	On-track
3.2.2	Ensure that the voice of people with lived experience is heard and that it informs service improvement and commissioning activity.	On-track
3.2.2	Ensure that transition services are in place to support young people moving into adult services and that they are integrated	On-track
3.2.2	Improve the information, advice & guidance offer to enable people to access the support they need	On-track
3.2.3	Oversee the Adult Learning Disabilities and Autism partnership strategies	On-track
3.2.3	Commission services to ensure that people and their carers have the support they need including the adoption of technology enabled care.	On-track
3.2.3	Improve and maintain performance and quality in social care, preparing for the Care Quality Commission (CQC) assurance	On-track
3.2.3	Support the delivery of the Safeguarding Adults Board (SAB) Strategic Plan	On-track

Corporate Leadership Plan: A responsive council with well-run services

Council Plan Outcome	Action	Action status
4.1	Improve organisational resilience through robust emergency planning and business continuity planning arrangements.	Monitor
4.1	Develop and implement the Corporate Modernisation portfolio of projects and programmes to enable delivery of savings and the Council Plan	Monitor
4.1	Lead the Customer Experience modernisation programme to improve customer satisfaction and accessibility of services	Monitor
4.1	Coordinate devolution proposals for the council to get the best outcomes for the city and the region	Monitor
4.2	Modernise and maintain the council's operational buildings so they remain fit for purpose, safe and secure	Monitor
4.2	Deliver a culture change programme to align culture with the council's missions and priorities	Monitor
4.2	Align the priorities and actions of the Digital, Data and Technology portfolio to support the delivery of the council plan priorities and support in the modernisation of service delivery	Action required
4.2	Deliver year 2 priorities for Our People Strategy 2023 – 2027 (included H&S) to ensure the council has the workforce needed to deliver council plan priorities and statutory and essential functions.	Monitor

Corporate Leadership Plan: A responsive council with well-run services

Council Plan Outcome	Action	Action status
4.2	Develop a programme of work to improve core finance and HR systems.	Monitor
4.2	Improve the customer experience and operational efficiency within Council Tax, Housing Benefits and Pension and Payroll Service.	Monitor
4.2	Review the effectiveness of the Orbis Partnership including the Medium Term financial commitment and savings	On-track
4.2	Streamline the approach to employee relations case work across the council and further strengthen industrial relations with recognised trade unions.	On-track
4.2	Develop and deliver priorities within the Adult Social Care Workforce Strategy, including the external workforce.	Monitor
4.3	Deliver value for money for the council by providing in-house architectural and building surveying services to design and maintain sustainable development in the city.	On-track
4.3	Optimise the use of council assets through generating capital receipts, increasing income, and delivering efficiencies.	On-track
4.3	Ensure effective Monitoring Officer and Democratic Services support to deliver robust governance arrangements and embed changes to streamline support to the new cabinet model of governance.	On-track

Corporate Leadership Plan: A responsive council with well-run services

Council Plan Outcome	Action	Action status
4.3	Refresh the corporate performance management approach to provide oversight of the delivery of the Council Plan	On-track
4.3	Maintain the Contract Management Framework, including changes required by new procurement regulations, compliance with standing orders and implement improved oversight over contract management across the council.	Monitor
4.3	Provide an effective scrutiny service and develop a sustainable model for scrutiny function within financial constraints	On-track
4.3	Develop a 4-year balanced medium term financial plan and a fully funded capital programme	Complete
4.3	Implement actions emerging from audit findings to improve key financial systems (including pension/payroll, housing rent, housing benefits, council tax) with a view to address partial assurance	Monitor
4.3	Refresh the Code of Corporate Governance to ensure clarity on governance arrangements	Complete
4.3	Review the councils information governance vulnerabilities and cyber risks, and develop an action plan to reset and strengthen policy and processes to better manage the risks	Complete
4.3	Implement improvements to operational financial processes for Adult Social Care clients to improve efficiency and mitigate potential loss of income.	On-track
4.3	Maximise income generation through modernised service delivery across registration and bereavement services	On-track

Corporate Key Performance Indicators

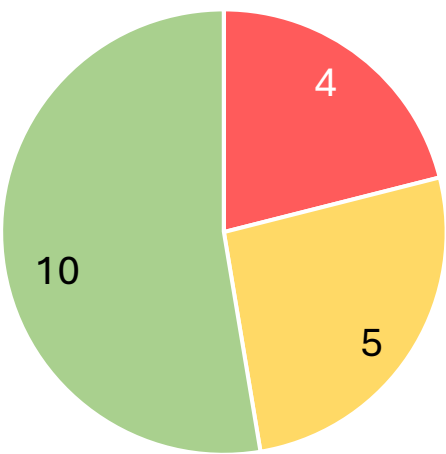
Year-end results



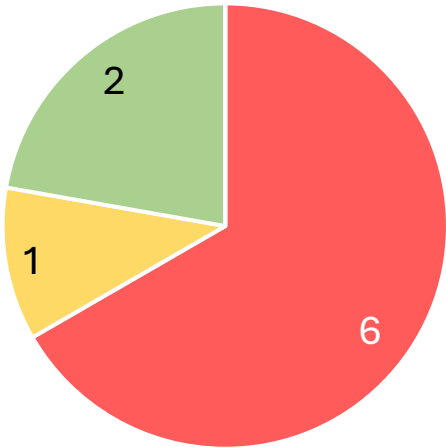
Brighton & Hove
City Council

Corporate key performance indicators (KPI) overview

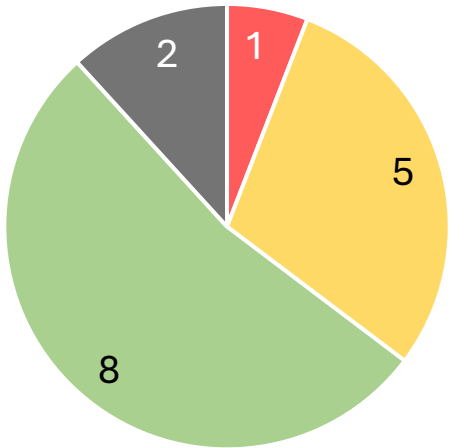
51 performance indicators were monitored corporately in 2024/25*



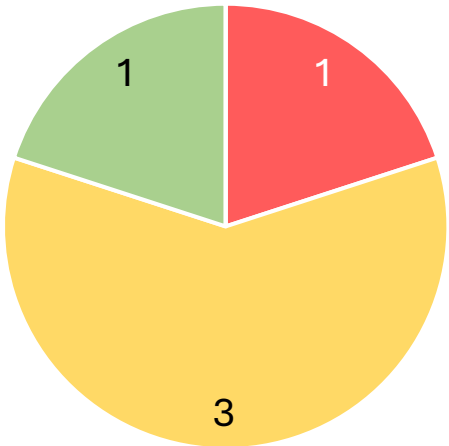
A city to be proud of



A fair and inclusive city



A healthy city where people thrive



A responsive council with well-run services

-  **22 (44%)** either met, or exceeded their target
-  **14 (28%)** did not meet their target but are within tolerance
-  **12 (24%)** were significantly below their target and require further intervention to improve performance
-  **2 (4%)** are monitored to provide trend data

*Only 50 KPIs have results at year-end for 2024/25; the result for % of schools judged good or outstanding by Ofsted is not reportable due to the move away from single word judgements

Corporate Key Performance Indicators: A city to be proud of

Measure	Reporting Frequency	Green target	Amber target	Previous result	March 2025	Status	DoT
% change in the number of Jobs	Annual	2.20%	1.60%	4.30%	-1.70%	Action required	↓
% major planning application decisions that are overturned at appeal	Quarterly	0.80%	5.00%	4.55%	1.43%	Monitor	↑
% non-major planning application decisions that are overturned at appeal	Quarterly	0.90%	5.00%	0.55%	0.76%	On-track	↓
% of major development applications decided within agreed timeframes	Quarterly	88.60%	80.00%	93.94%	95.71%	On-track	↑
% of non-major development applications decided within agreed timeframes	Quarterly	85.10%	80.00%	93.72%	93.59%	On-track	↓
Number of visitors to Brighton and Hove	Annual	11,470,000	10,896,500	11,470,000	11,800,000	On-track	↑
% of bus services running on time	Annual	95.00%	75.00%	72.48%	79.39%	Monitor	↑
% of household waste sent for reuse, recycling and composting	Quarterly	33.20%	29.50%	27.50%	26.80%	Action required	↓
% of non-principal roads requiring structural maintenance	Annual	14.96%	20.50%	14.96%	11.90%	On-track	↓
% of principal roads requiring structural maintenance	Annual	18.32%	20.50%	18.32%	13.73%	On-track	↑
% of streets inspected which are found to have widespread or heavy levels of litter	Quarterly	4.85%	5.80%	5.15%	5.37%	Monitor	↓

Direction of travel (DoT): ↑ - improving, ↓ - declining, ↔ - no change

Previous results will be from March 2024 (Annual)) or December 2024 (Quarterly)

Corporate Key Performance Indicators: A city to be proud of

Measure	Reporting Frequency	Green target	Amber target	Previous result	March 2025	Status	DoT
% of unclassified roads requiring structural maintenance	Annual	7.89%	9.67%	7.89%	7.89%	On-track	↔
Greenhouse gas emissions	Annual	666,200	732,600	811,600	795,429	Action required	↑
Missed kerbside refuse or recycling collections per 100,000 collections reported	Quarterly	512	615	615	591	Monitor	↑
Nitrogen Dioxide levels in Brighton and Hove (µg/m3 – micrograms per cubic metre) Lewes Road	Quarterly	37	40	34	35	On-track	↓
Nitrogen Dioxide levels in Brighton and Hove (µg/m3 – micrograms per cubic metre) North Street	Quarterly	34	35	31	31	On-track	↓
Nitrogen Dioxide levels in Brighton and Hove (µg/m3 – micrograms per cubic metre) Wellington Road, Portslade	Quarterly	32	34	25	25	On-track	↑
Residual household waste per household (Kg)	Quarterly	531	541	564	599	Action required	↓
The energy efficiency rating of local authority owned homes (based on Standard Assessment Procedure 2009)	Annual	77	73	74	74	Monitor	↔

Direction of travel (DoT): ↑ - improving, ↓ - declining, ↔ - no change

Previous results will be from March 2024 (Annual)) or December 2024 (Quarterly)

Corporate Key Performance Indicators: A fair and inclusive city

Measure	Reporting Frequency	Green target	Amber target	Previous result	Mar-25	Status	DoT
% of council owned homes that meet the government's Decent Homes standard	Quarterly	100.00%	96.30%	97.90%	98.00%	Monitor	↑
% of homelessness cases presenting during the prevention duty stage	Quarterly	50.00%	40.00%	31.71%	32.45%	Action required	↑
% of homelessness prevention cases closed with a successful prevention outcome	Quarterly	55.00%	45.00%	67.44%	65.60%	On-track	↓
% of Houses in Multiple Occupation (HMOs) where all special conditions have been met	Quarterly	55.00%	50.00%	48.14%	48.88%	Action required	↑
% of new homes delivered against the number of homes required (rolling 3-year result)	Annual	95.00%	90.00%	130.00%	84%	Action required	↓
% of rent collected from current tenants of council owned homes	Quarterly	95.36%	94.49%	93.07%	93.12%	Action required	↑
% of routine council housing repairs completed on time	Quarterly	70.00%	58.00%	46.20%	47.18%	Action required	↑
No. of additional affordable homes delivered by the council (new build, acquisitions & conversions)	Quarterly	78	59	90	95	On-track	↑
Total number of households in temporary accommodation	Quarterly	1,770	1,870	1,928	1,970	Action required	↓

Direction of travel (DoT): ↑ - improving, ↓ - declining, ↔ - no change

Previous results will be from March 2024 (Annual)) or December 2024 (Quarterly)

Corporate Key Performance Indicators: A healthy city where people thrive

Measure	Reporting Frequency	Green target	Amber target	Previous result	Mar-25	Status	DoT
% of all pupils attending state funded schools achieving the 'expected standard' in reading, writing and maths at the end of Key Stage 2	Annual	60.00%	57.00%	60.00%	60.00%	On-track	↔
% of children and families engaged with Family Hub services where a positive change is recorded	Quarterly	91.00%	81.00%	88.50%	88.20%	Monitor	↓
% of Education, Health & Care Plans (EHCPs) issued within 20 weeks including exceptions	Quarterly	57.10%	45.80%	75.30%	70.60%	On-track	↓
% of eligible two year olds taking up early education places	Annual	86.60%	73.90%	87.00%	100.00%	On-track	↑
% of schools are judged good or outstanding by Ofsted	Annual	90.90%	88.60%	89.40%	This KPI is not reportable due to the move away from single word judgements		
% of Strengthening Family Assessments completed in 45 days	Quarterly	84.50%	77.50%	89.60%	90.60%	On-track	↑
% of 16 and 17 year-olds who are not in education, employment or training (NEET) or whose NEET status is not known	Annual	5.40%	6.20%	5.00%	6.70%	Action required	↓
Number of children in care	Quarterly	TREND	TREND	337	334	TREND	↑

Corporate Key Performance Indicators: A healthy city where people thrive

Measure	Reporting Frequency	Green target	Amber target	Previous result	Mar-25	Status	DoT
The average Attainment 8 score for disadvantaged children in state-funded schools at the end of Key Stage 4	Annual	35.10	32.40	32.5	34.0	Monitor	↑
% of people aged 18+ who smoke	Annual	11.70%	17.20%	12.80%	14.00%	Monitor	↓
% of people with a learning disability in paid employment	Annual	6.60%	4.60%	8.85%	7.51%	On-track	↓
% of social care clients receiving direct payments	Quarterly	24.10%	21.40%	22.86%	21.91%	Monitor	↓
Adults in receipt of community support as a proportion of all adults in receipt of a long-term service	Quarterly	70.00%	65.00%	70.57%	70.74%	On-track	↑
Number of adults in structured treatment for drugs and alcohol harms	Annual	2832	2549	2728	2811	Monitor	↑
Number of attendances at council owned indoor sports facilities	Quarterly	1,569,970	1,412,973	1,728,577	1,797,425	On-track	↑
Number of verified rough sleepers	Quarterly	TREND	TREND	28	26	TREND	↑
The proportion of physically active adults	Annual	74.30%	70.90%	80.40%	79.2%	On-track	↓

Direction of travel (DoT): ↑ - improving, ↓ - declining, ↔ - no change

Previous results will be from March 2024 (Annual)) or December 2024 (Quarterly)

Corporate Key Performance Indicators: A responsive council with well-run services

Measure	Reporting Frequency	Green target	Amber target	Previous result	Mar-25	Status	DoT
Average number of working days / shifts lost per Full Time Equivalent (FTE) due to sickness absence (not including schools)	Quarterly	10.9	11.56	11.69	11.24	Monitor	↑
Staff who declare that they have a disability as a % of the total workforce who declare whether they have a disability (not including schools)	Biannual	11.70%	9.36%	9.8%	9.9%	Monitor	↑
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)	Biannual	12.10%	9.68%	11.6%	11.9%	Monitor	↑
Staff who declare themselves as White Other as a % of the total workforce who declare their ethnicity (not including schools)	Biannual	13.10%	10.48%	9.00%	9.1%	Action required	↑
% of high priority audit actions recommended by Internal Audit that have reached their due date for completion and have been implemented by services.	Quarterly	95%	90%	84%	97%	On-track	↑

Strategic risk register Summary report

Year-end report



Brighton & Hove
City Council

Strategic Risk Register

Risk Ref	Risk title	Target score
SR02	Failure to develop and deliver a Medium-term financial plan (MTFP) to ensure financial sustainability and resilience	16 L4 x I4
Summary description	Mitigation actions	Action status
Central government funding reductions and changes to local government funding have increased financial risks, particularly with Business Rate appeals. Rising costs in social care, homelessness, inflation, and cost of living are major concerns. Uncertainties continue in forecasting due to unpredictable funding, taxation, and inflation, Devolution and Local Government Reorganisation.	Develop a 4-year balanced medium term financial plan and a fully funded capital programme	Complete
	Decrease the number of households in temporary accommodation to reduce council expenditure and provide quicker access to settled accommodation.	On-track

Risk Ref	Risk title	Target score
SR10	Failure to adequately protect information assets from a successful cyber-attack impacting our ability to deliver a responsive council with well-run services	12 L3 x I4
Summary description	Mitigation actions	Action status
BHCC faces significant cyber risks due to its extensive digital assets, including business systems and emails. Threats come from various actors, such as employees, cyber criminals, hackers, and foreign states, as well as accidental data loss or publication. The growing volume of information and sophisticated cyber threats require advanced cybersecurity, Information Governance, and Information Management strategies. Post-pandemic working methods increase these vulnerabilities and make recovery efforts more challenging.	Review the council's information governance vulnerabilities and cyber risks, and develop an action plan to reset and strengthen policy and processes to better manage the risks	Complete
	Prevention - Technical Controls: Improve the Council's Information Risk Management process maturity. This will include elevating the visibility of the risk register, implementing technical solutions to improve information asset management and publicizing clear processes and guidance.	Monitor
	Prevention - Technical Controls: Review and improve user access controls (network and application access rights for starters, leaver and movers) via the Access Management project	Monitor

Risk Ref	Risk title		Target score
SR13	Failure to ensure effective safeguarding arrangements to keep adults safe		12 L3 x I4
Summary description		Mitigation actions	Action status
The council has a duty to keep adults, for whom they have statutory responsibility for, safe from harm and abuse. Brighton & Hove City Council has a statutory duty to co-ordinate safeguarding work across the city and the Safeguarding Adults Board. This work links partnerships across the Police and Health and Social Care providers. Under the Care Act, since 2015, the Local Authority has a statutory duty to enquire, or cause others to enquire, if it believes a person with care and support needs is experiencing or is at risk of harm and abuse and cannot protect themselves.	Collaborate with city partners in delivering the Community Safety Strategy to address drug related issues in the city and tackle violence against women and girls		On-track
	Implement the Homelessness Transformation Strategy to improve the customer journey for people facing homelessness and maximising opportunities to prevent homelessness		Complete
	Review the Homelessness and Rough Sleeping Strategy to prevent homelessness and support homeless people and rough sleepers to access and settle in accommodation.		On-track
	Improve the health and wellbeing of adults across the city through the delivery of our Living Well programmes		On-track
	Commission services to ensure that people and their carers have the support they need including the adoption of technology enabled care.		On-track
	Support the delivery of the Safeguarding Adults Board (SAB) Strategic Plan		On-track
	Improve and maintain performance and quality in social care, preparing for the Care Quality Commission (CQC) assurance		On-track
	Ensure that mandatory PREVENT training is embedded in all training induction and development plans within the organisation to support effective identifiers and that the referral pathway is known		On-track
	Provide assurance that there is a comprehensive clear Disclosure and Barring Service (DBS) check and recheck process in place which reduces risk to the organisation and to the community		Monitor

Risk Ref	Risk title		Target score
SR15	Failure to ensure effective safeguarding arrangements to keep children and young people safe from harm and neglect		12 L3 x I4
Summary description		Mitigation actions	Action status
The Council has a legal responsibility to protect vulnerable children from harm and neglect, following national guidance. The Brighton & Hove Safeguarding Children Partnership was established in 2019 to ensure an effective multi-agency safeguarding response. The complexity of circumstances for many children presents a constant state of risk which demands informed and reflective professional judgement, and often urgent and decisive action, by all agencies using agreed thresholds and procedures. Such complexity inevitably presents a high degree of risk. Children subject to harm, exploitation and/or neglect are unlikely to achieve and maintain a satisfactory level of health or development, or their health and development will be significantly impaired. In some circumstances, harm and neglect may lead to a child's death.		Deliver a robust and improving social work and social care service that keeps children safe.	On-track
		Support early years and childcare providers, including our nurseries and nursery classes to ensure the best start in life through provide high quality early years services	On-track
		Ensure that mandatory PREVENT training is embedded in all training induction and development plans within the organisation to support effective identifiers and that the referral pathway is known	On-track
		Provide assurance that there is a comprehensive clear Disclosure and Barring Service (DBS) check and recheck process in place which reduces risk to the organisation and to the community	Monitor
		Improve the health and wellbeing of children and young people in Brighton & Hove through the delivery of our Starting Well programmes	On-track

Risk Ref	Risk title	Target score
SR18	Failure to invest in and maximise use of digital technology to enable a responsive council with well-run services	12 L3 x I4
Summary description		Action status
The organisation faces significant risks due to its reliance on technology for service delivery. Without continuous financial investment to keep up with technological advancements, there is a danger of service disruption resulting from technology failures. Key investment areas include foundational technology, end-user technology, business applications, digital transformation, and enhancing the tech competencies of leadership and staff. These investments are crucial to maintaining a secure infrastructure, providing appropriate devices and systems, ensuring service effectiveness, enabling modernization, and recognizing opportunities offered by technology.	Align the priorities and actions of the Digital, Data and Technology portfolio to support the delivery of the council plan priorities and support in the modernisation of service delivery	Action required
	Investment in 'end user' technology - Foundational IT Programme: Strategic Telephony Review	On-track

Risk Ref	Risk title	Target score
SR21	Failure to optimise council housing stock, make best use of available housing in the city and deliver new affordable homes	12 L3 x I4
Summary description		Action status
Brighton & Hove is a growing city with high house prices, low incomes, an ageing population and a significant proportion of households with a support need. Scope for development within the city is affected by significant geographical constraints and competing land pressures. The increasing demand for housing continues to outstrip new supply and as a consequence accommodation is becoming less affordable. Housing shortages are particularly acute for low income households affecting our ability to retain essential workers in the city. Demand for affordable rented homes is growing with a significant number of households in temporary accommodation. The private rented sector continues to expand at the expense of rates of owner occupation which are in long term decline.	Build new council homes to meet the number of homes required in the city.	On-track
	Create new social housing lets by reducing under occupancy to make best use of available housing in the city.	On-track
	Implement the new Housing Strategy to deliver accessible, affordable and high-quality homes for everyone in Brighton & Hove.	On-track
	Increase housing supply of new and affordable homes to meet the needs of current and future residents.	On-track

Risk Ref	Risk title		Target score
SR24	Failure to provide an equitable approach to ensure equality of access, outcomes and experiences for all		9 L3 x I3
Summary description		Mitigation actions	Action status
The cost of living crisis has led to increased demand and staffing pressures in council services, social services, and the voluntary sector. The Council's response has been supported by the Household Support Fund (HSF) with £4.3 million for 2023-24, but future funding is uncertain. Key support mechanisms, previously core-funded by the council, now rely on HSF. If funding is not renewed, these services will either cease or require alternative funding. The new Cost of Living strategy aims to support vulnerable households through winter 2023/24 and beyond. The Department for Work and Pensions will migrate legacy benefit cases to Universal Credit by the end of 2024/25, adding further pressure to council and voluntary services.		Continually review food insecurity and health implications via the Food Insecurity Group.	On-track
		Enable cross council and city collaboration to address poverty	On-track
		Improve the customer experience and operational efficiency within Council Tax, Housing Benefits and Pension and Payroll Service.	Monitor

Risk Ref	Risk title	Target score
SR25	Failure to use the council’s resources and capabilities to deliver the Council Plan and adapt to the evolving needs of the city	20 L4 x I5
Summary description	Mitigation actions	Action status
A combination of factors such as lack of governance, strategic direction, and budget pressures, coupled with increasing service demand, the need for new technological skills, challenging industrial relations, and difficulties in retaining and recruiting skilled staff, all contribute to the risk of failing to deliver essential changes and services. This could negatively impact statutory duties, increase staff stress and sickness, and reduce the overall resilience and agility of the organization.	Create a council that is equitable, diverse, inclusive and accessible as an employer and service provider, implementing the Fair and Inclusive action plan including embedding the Anti-racism strategy and Accessible City Strategy.	Monitor
	Deliver year 2 priorities for Our People Strategy 2023 – 2027 (included H&S) to ensure the council has the workforce needed to deliver council plan priorities and statutory and essential functions.	Monitor
	Deliver a culture change programme to align culture with the council's missions and priorities	Monitor
	Deliver the phase 2 organisational redesign (action lead Jess Gibbons)	Monitor

Risk Ref	Risk title	Target score
SR29	Failure to manage contracts to ensure value for money and achieve the best outcomes for the city	16 L4 x I4
Summary description	Mitigation actions	Action status
Ineffective procurement activity, contract management and contract performance oversight may lead to sub-optimal service outcomes, financial irregularity and losses, non-compliance with the Procurement Act 2023 and reputational damage.	Maintain the Contract Management Framework, including changes required by new procurement regulations, compliance with standing orders and implement improved oversight over contract management across the council.	Monitor

Risk Ref	Risk title		Target score
SR38	Failure to take effective action to increase our city’s resilience to climate change, improve biodiversity and transition to net zero		15 L5 x I3
Summary description		Mitigation actions	Action status
The climate is changing due to man-made greenhouse gas emissions. Climate change will bring costly and potentially catastrophic impacts to Brighton & Hove’s infrastructure, communities, economy, natural environment and quality of life over the next decades. The timing and intensity of these risks is unpredictable but inevitable.		Enhance and preserve the city's parks, trees and green spaces to keep them safe and attractive for residents and visitors and increase biodiversity.	On-track
		Protect properties from surface water flooding.	On-track
		Implement the objectives of the City Downland Estate Plan (CDEP) to protect and enhance the land for future generations.	On-track
		Agree and implement works to protect and restore the city's coastal and seafront infrastructure.	Action required
		Reduce harmful emissions from transport in the city through the Air Quality Action Plan.	On-track
		Deliver the City Environmental Improvement Programme to develop a sustainable, efficient waste management service with a focus on minimising waste and keeping the city clean and attractive.	On-track
		Deliver the Fleet Strategy and fleet replacement plan to end the use of all petrol and diesel vehicles across the council by 2030.	Monitor
		Develop a new programme to address the climate and biodiversity emergencies and help the city transition to carbon net zero.	Monitor
		Deliver a Local Transport Plan (LTP) to ensure residents, visitors and businesses are better connected.	On-track
		Deliver the Bus Service Improvement Plan to grow bus usage in the city.	On-track

Risk Ref	Risk title		Target score
SR39	Failure to maintain and demonstrate the building and fire safety of council homes		20 L4 x I5
Summary description		Mitigation actions	Action status
As a landlord, it's important that the housing we provide to our residents is safe and free from any hazards, including: building safety, fire safety, gas safety, electrical safety, water safety, lift safety and asbestos. Failure to maintain our council homes to the required standards or provide evidence of our compliance with regulations could have significant impacts on the health and wellbeing of our residents.		Invest in building and fire safety to meet new duties under the Building Safety Act and new Fire Safety (England) Regulations and ensure we are compliant with Health & Safety.	Action required
		Ensure the council complies with Social Housing Regulation Act 2023 and meets the four draft consumer standards to improve safety and quality of homes, resident engagement and satisfaction.	On-track
		Deliver Planned and Major Works Capital Programmes to ensure our housing assets are maintained, improved and kept in a good state of repair.	Monitor
		Embed the new Health & Safety oversight arrangements to monitor compliance and drive improvements of health, safety and wellbeing performance and practice across the council	New action
		Housing Asset Management Strategy approved by 31st December 2025	New action
		Strengthen the oversight and scrutiny of projects within Housing Major and Planned Works by 30th April 2025	Monitor
		Review the approach to collection, recording, review and use of stock condition information to ensure full compliance with Regulator of Social Housing Consumer Standard requirements by 30th April 2025	Monitor

Risk Ref	Risk title		Target score
SR40	Failure to maintain a clean and safe city		12 L4 x I3
Summary description		Mitigation actions	Action status
Inability to maintain the city streets - cleanliness, pavements, roads, weeds, etc. will impact the look and feel of the city and people's experience. This will directly impact the reputation of the city, and council, potentially impacting the level of investment, tourism, funding etc. Something about roads, pavements etc.		Deliver the City Environmental Improvement Programme to develop a sustainable, efficient waste management service with a focus on minimising waste and keeping the city clean and attractive.	On-track
		Lead the city's major regeneration projects to protect heritage assets and attract investment to our city	On-track
		Deliver a Local Transport Plan (LTP) to ensure residents, visitors and businesses are better connected.	On-track
		Implement the Highway Asset Management Plan to manage asset condition, deliver planned maintenance programmes and improve public safety on the highway.	On-track
		Review the Homelessness and Rough Sleeping Strategy to prevent homelessness and support homeless people and rough sleepers to access and settle in accommodation.	On-track

Risk Ref	Risk title		Target score
SR41	Failure to maintain and demonstrate the health & safety compliance and fire safety of the council's commercial property		12 L3 x I4
Summary description		Mitigation actions	Action status
As a landlord, it's important that the commercial property we provide is safe and free from any hazards, including: building safety, fire safety, gas safety, electrical safety, water safety, lift safety and asbestos. Failure to maintain our property to the required standards or provide evidence of our compliance with regulations could have significant impacts on the health and wellbeing of tenants and users using our properties.		Develop and establish KPI reporting process within contracts to ensure value for money and assurance over compliance	New action
		Develop and deliver a communication campaign on health & safety requirements and responsibilities for current tenants	New action
		Develop a welcome pack from new tenants outlining their responsibilities with regards to health & safety including details on how to provide compliance data	New action
		Strengthen governance arrangements to improve oversight and decision-making within projects	New action
		Embed the new Health & Safety oversight arrangements to monitor compliance and drive improvements of health, safety and wellbeing performance and practice across the council	New action

Risk Ref	Risk title		Target score
SR42	Failure to deliver on or maximise opportunities of Devolution in the best interests of Brighton & Hove		12 L4 x I3
Summary description		Mitigation actions	Action status
In December 2024, the government announced plans to replace District and County Councils with larger unitary Councils of at least 500,000 people. The English Devolution White Paper outlines devolved responsibilities, including transport, skills, housing, economic development, environment, health, public service reform, and public safety. Brighton & Hove, East and West Sussex are part of the priority programme for establishing a Mayoral Combined County Authority by May 2026, with Brighton & Hove hosting the mayoral election.		Work with neighbouring authorities to establish the Sussex & Brighton Mayoral County Combined Authority and prepare for mayoral elections.	Monitor

Risk Ref	Risk title		Target score
SR43	Failure to maximise the opportunities of Local Government Reorganisation in the best interests of Brighton & Hove		8 L4 x I2
Summary description		Mitigation actions	Action status
While Brighton & Hove, as a unitary authority, is not required to undergo reorganisation, East and West Sussex are subject to this process, potentially impacting Brighton & Hove. Consequently, Brighton & Hove has been invited to submit a proposal. The government emphasises that local government reorganisation should not delay devolution and that both processes should complement each other.		Develop and consult on proposals for Local Government Reorganisation to achieve the best outcomes for the city and the region	Monitor

Risk Ref	Risk title		Target score
SR44	Failure to maintain and demonstrate the health & safety compliance and fire safety of the council's operational property		12 L3 x I4
Summary description		Mitigation actions	Action status
As an employer and a landlord, it's critically important that the premises we own and provide to our staff, service users and members of the public, is secure, compliant, safe and free from any hazards, including all regulatory compliance disciplines e.g. building safety, fire safety, gas safety, electrical safety, water safety, lift safety, asbestos, etc. Failure to maintain our council premises to the required standards or provide evidence of our compliance with regulations, could have significant impacts on the council's reputation, financial sustainability, political positioning and health, safety, welfare and wellbeing of our staff, premises users and members of the public.		Embed the new Health & Safety oversight arrangements to monitor compliance and drive improvements of health, safety and wellbeing performance and practice across the council	New action
		Invest in building and fire safety to meet new duties under the Building Safety Act and new Fire Safety (England) Regulations to ensure Health & Safety compliance through increasing personnel in associated teams and maintenance budgets to ensure they are adequate and sufficient.	New action
		Continue to invest in required technologies such as Computer Aided Facilities Management (CAFM) system and associated personnel resource to bring operational efficiencies and data oversight for compliance and maintenance related tasks.	New action
		Working with strategic property and finance colleagues ensuring a 'one council' approach in decision making and effective use of property portfolio	New action

Customer Insight

Year-end report 2024/25



Brighton & Hove
City Council

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

Our Customer Promise: We will make it clear how you can contact or access our services | We will understand and get things done | We will be clear and treat you with respect

As a learning organisation, the aim of this Customer Insight report is to ensure we better understand the needs of all our customers, to learn and grow consistently from the feedback we receive in order to improve the customer experience and create a better Brighton & Hove for all. This report includes how our approach to delivering customer services is aligned to the five pillars.



Be connected

Empower staff to collaborate across all areas of the organisation to deliver services in a One Council way



Be innovative and creative

Use innovative and creative approaches to meet diverse customer needs, drive continuous improvement and learn from feedback



Be confident

Encourage and empower staff to communicate effectively and problem solve for our customers



Be diverse and inclusive

Promote inclusive service delivery that reflects the needs of our customers, providing welcoming and accessible services



Be healthy and psychologically safe

Encourage supportive and respectful behaviours between the council and those we serve

Customer experience survey

We collect information from a variety of sources on the customer experience of using council services in 2024/25.

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

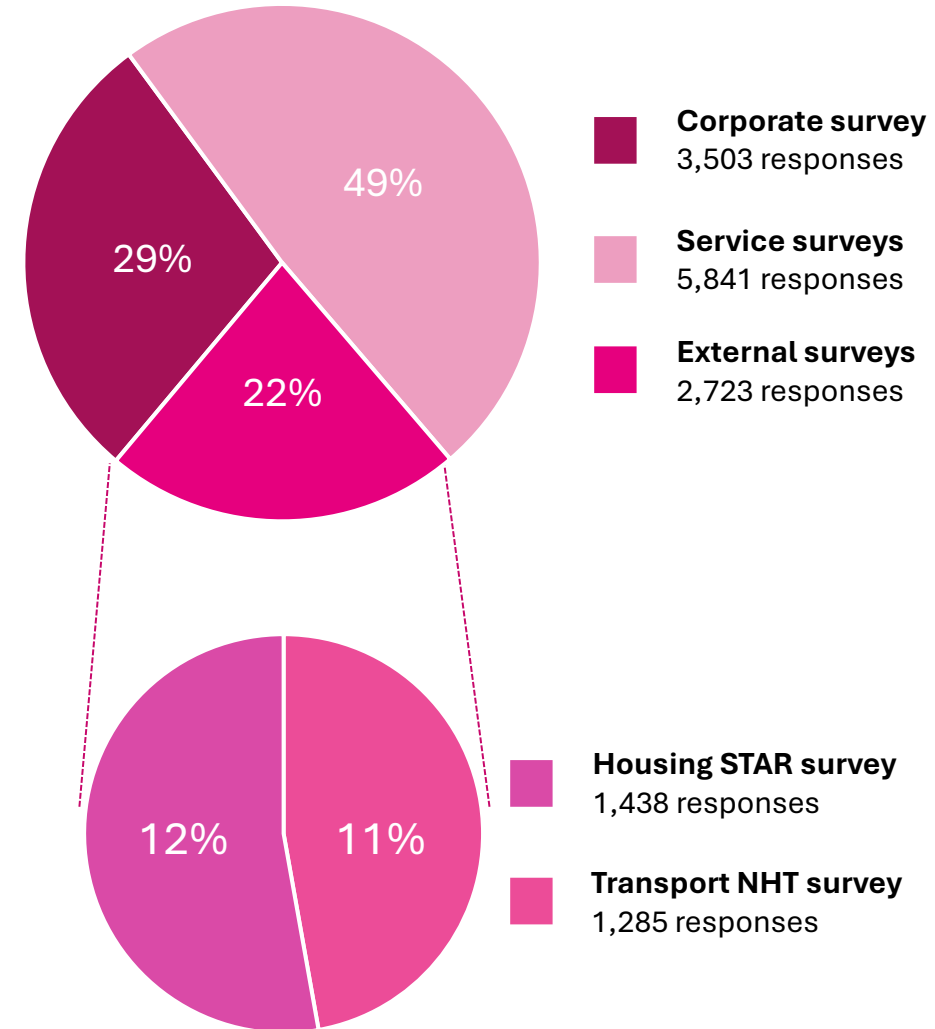
Our aim is to ensure we better understand the needs of all our customers, and to learn and grow consistently from the feedback we receive, to improve the customer experience.

Results presented here have been taken from responses to the corporate Customer Satisfaction survey between April 2024-March 2025 (including surveys completed in paper form at the council's Customer Service Centres and Libraries) and combined with surveys carried out by individual services.

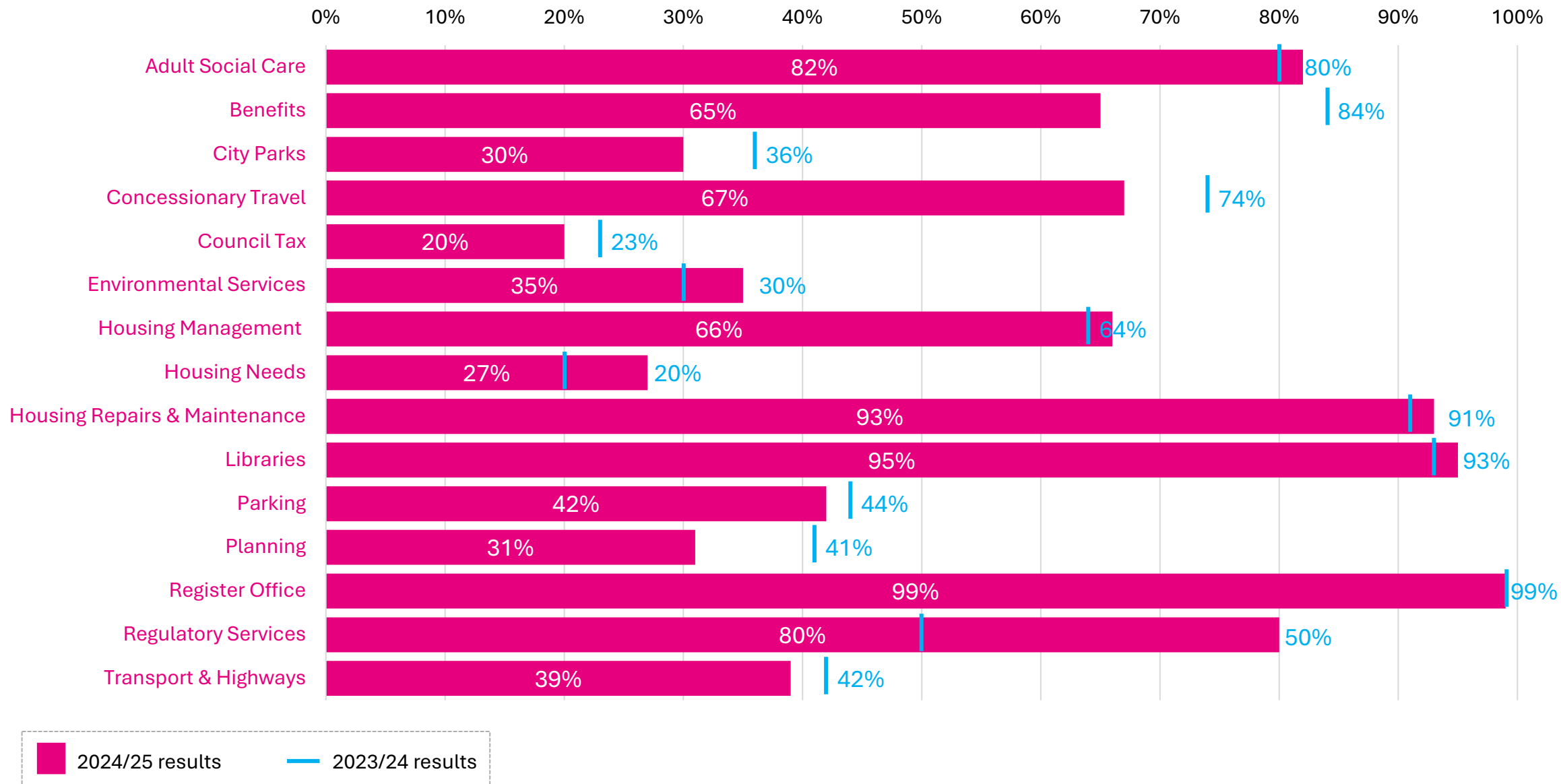
Customers had the option to include feedback on up to 3 services per submission in the corporate customer satisfaction survey, data in this report is based on feedback per service.

Due to the varying methodologies used in collecting and compiling data, results can only be considered indicative of customer experience.

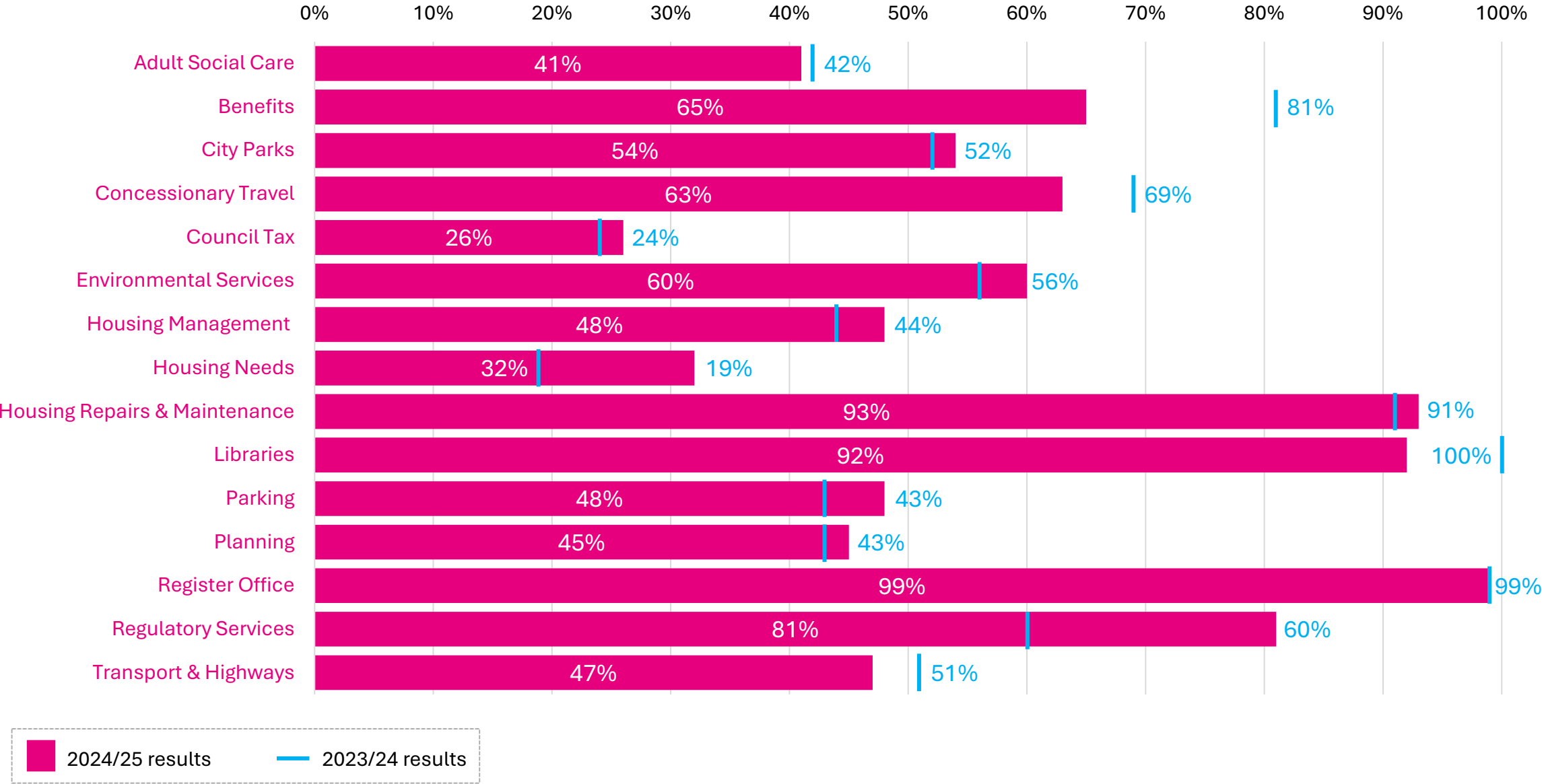
Source of survey results



The below chart details the percentage of respondents who said they found the standard of customer service received from the service was 'very good' or 'fairly good'.

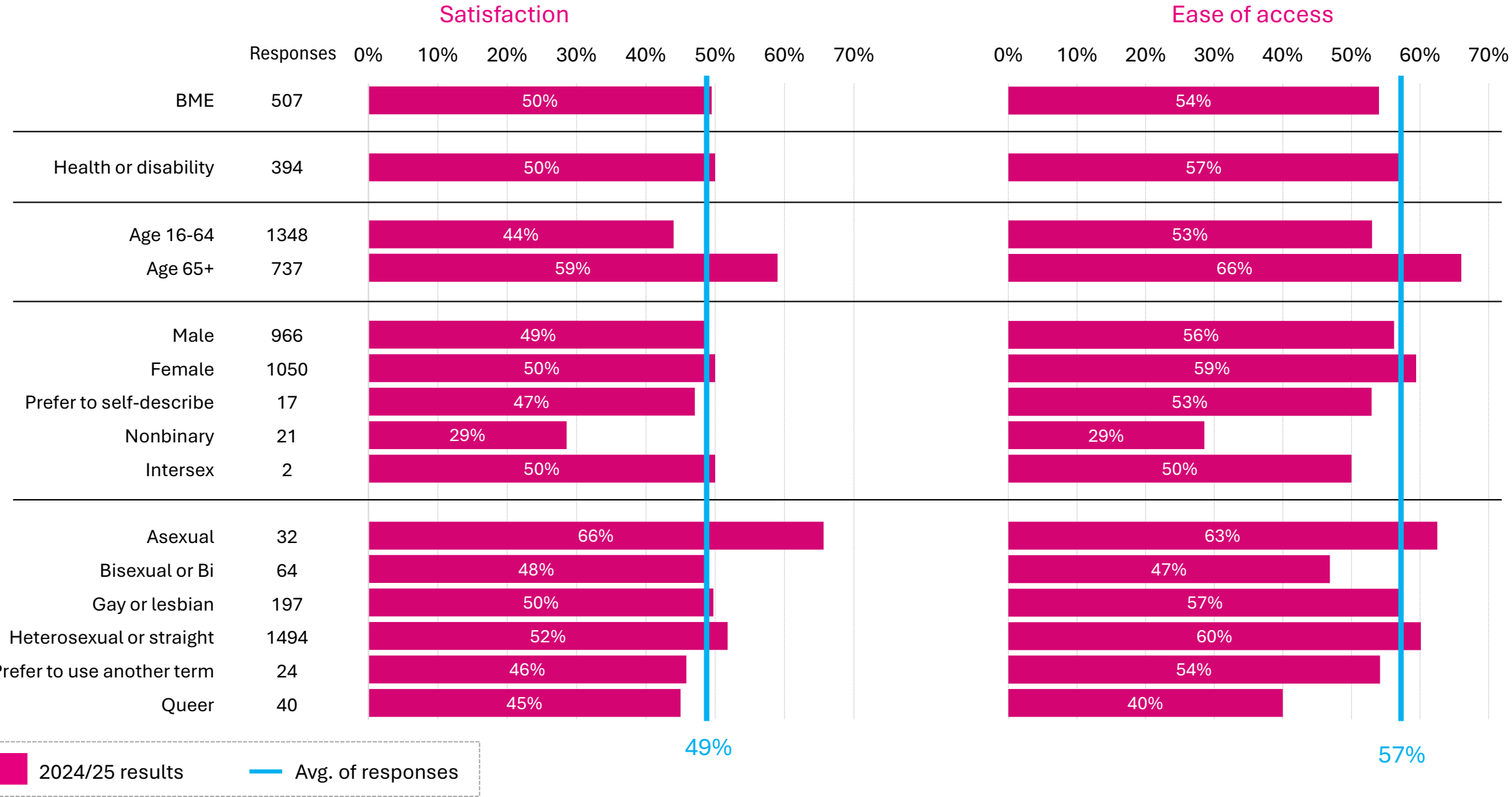


The below chart details the percentage of respondents who said they found the service selected ‘very easy’ or ‘fairly easy’ to contact or use.



Customer Satisfaction and Ease of access: Equalities data overview

This equalities data is taken from responses to the satisfaction survey provided through the corporate consultation portal and do not include results from independent surveys carried out within services. 61% of respondents elected to provide equalities data.



Overall, we've seen an increase in Stage 1 complaints and an increase in complaint escalation to Stage 2.

Stage 1

2,202 stage 1 complaints were received in 2024/25, **147 complaints more** than were received in 2023/24.

7%

increase

45%

upheld

991 stage 1 complaints were upheld, **5.9% fewer** than in 2023/24

72%

responded to within target

1,784 stage 1 complaints were responded to within target, **7% fewer** than in 2023/24

Stage 2

371 complaints were escalated to Stage 2 in 2024/25, **81 more** than in 2023/24. Of those, 260 were investigated.

30%

increase

2.7%

increase

11.8% of stage 1 complaints were escalated to Stage 2, an increase from 9.1% in 2023/24

252 stage 2 complaints were responded to within target (20 working days). **8% more** than in 2023/24

68%

responded to within target

45%

upheld

117 stage 2 complaints were upheld. **1% fewer** than in 2023/24

141

complaints
about BHCC

Local Government & Social Care Ombudsman

The Local Government & Social Care Ombudsman (LGSCO) received 141 complaints in **2024/25**, this represents **38%** of stage 2 complaints for the same period being escalated to the Ombudsman. 82% of complaints were not investigated by the Ombudsman after their initial assessment.

15 of the 25 complaints investigated were upheld. This equates to **0.7%** of the number of stage 1 complaints received.

60%

upheld

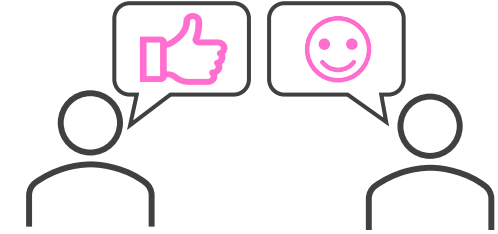
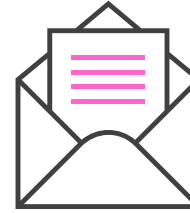
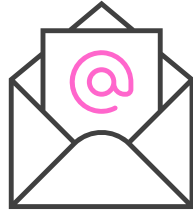
20% better than the average for
similar authorities

83%

of complaints investigated
had some or all aspects
upheld

Housing Ombudsman

For 23/24, BHCC’s **maladministration rate was 83%** compared to 73% on average in other local authorities and landlords with a similar number of properties. The Housing Ombudsman service categorise this as having “performed similarly when compared to other landlords by size and type.” Of the 10 cases investigated by the Ombudsman, 8 had some/all aspects upheld.



>1,100,000

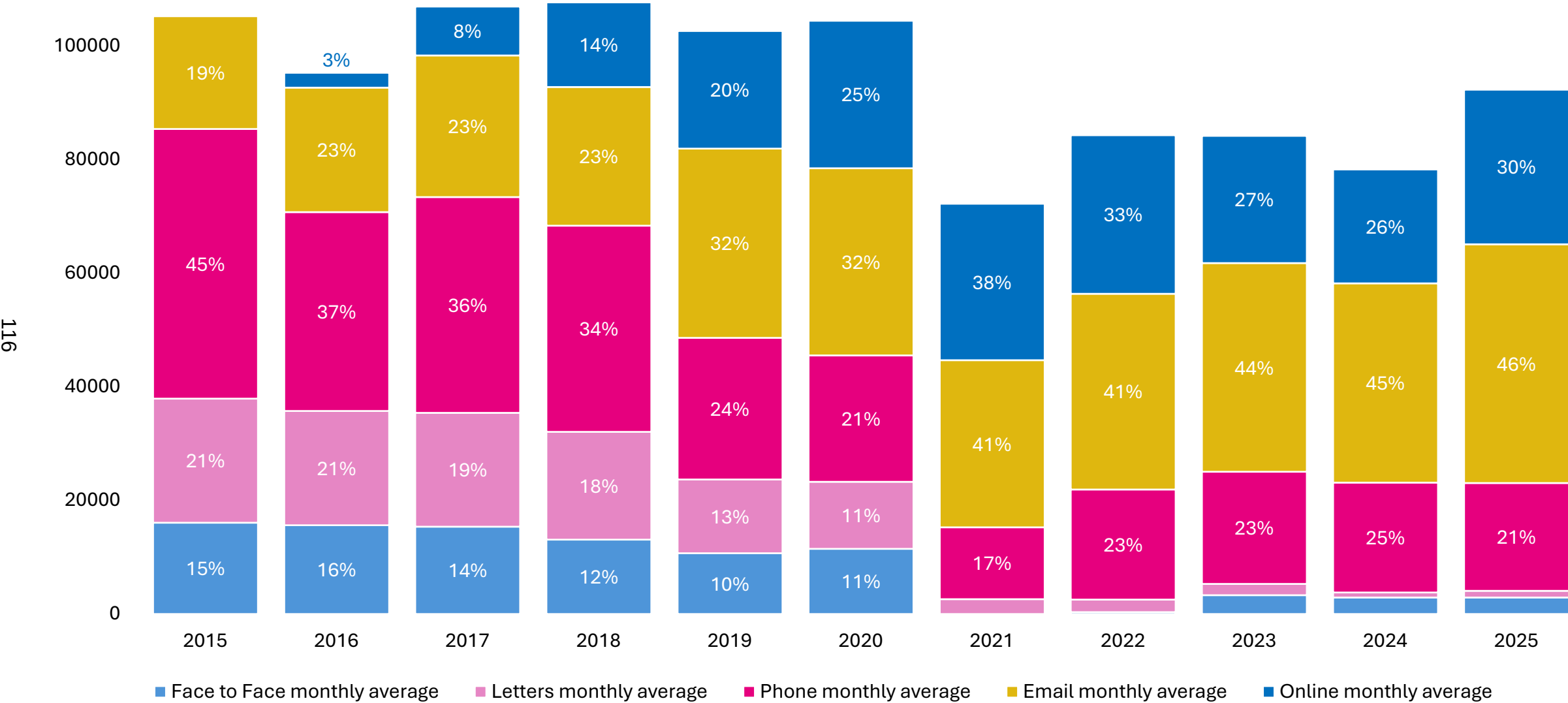
Contacts in 2024/25

The council received just over **1,100,000** contacts, **an increase of 14%** when compared with 2023/24. *(This refers to contact received into our highest-volume services across the council and only includes contact received into generic service inboxes and telephone lines, rather than contact made with individual officers or smaller teams within those services).*

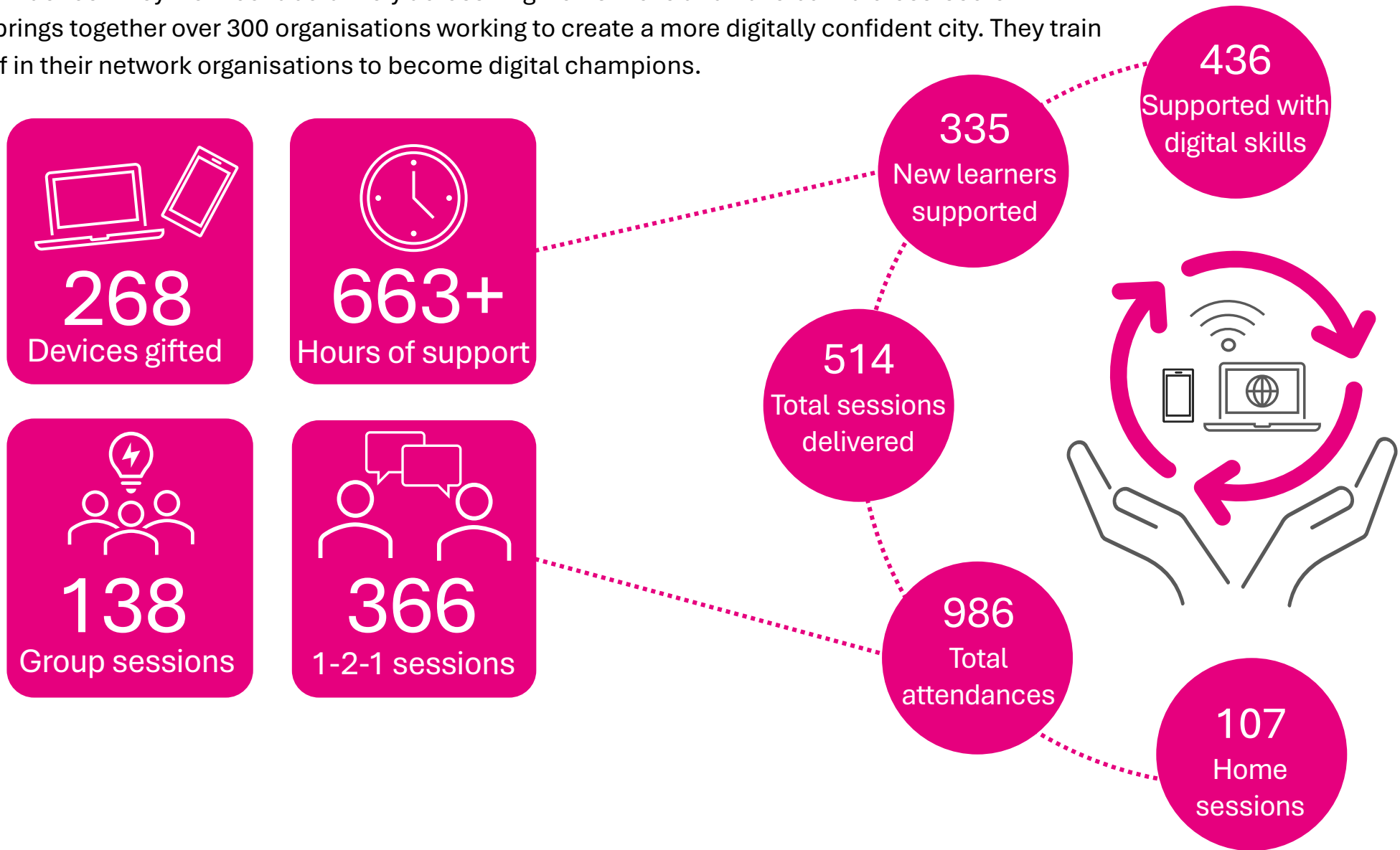
46% of contact with the council was through **email**. **Online forms** account for **30%** of all contact with the council. With the exception of Council Tax & Housing Needs all key services responded to emails or contact forms on average within the 10-working day promise.

21% of contact was made by **phone**. Taking into account all high-volume services, the average call waiting time for the council was **7 minutes 53 seconds**. Council Tax and Housing Needs had average waiting times longer than 10 minutes.

Contact by channel: year to year comparison



Brighton and Hove City Council works with Digital Brighton and Hove, an organisation that helps residents to build digital skills and confidence. They work collaboratively across Brighton & Hove and have built a cross-sector partnership which brings together over 300 organisations working to create a more digitally confident city. They train volunteers and staff in their network organisations to become digital champions.





A total of 3,605 requests for response were made to council services between 1st April 2024 and 31st March 2025 through the councillor enquiries case management system. Overall, 81% (2,913) of requests were responded to within 5 working days. The below table shows the top 10 services receiving the highest number of requests. These figures do not reflect enquiries processed outside the system.

Reason for contact		Requests received	Requests responded to within 5 working days	On time %
1	Rubbish or recycling collection	296	256	86%
2	Trees	146	108	74%
3	Potholes	133	112	84%
4	Fly tipping	117	106	91%
5	Pavements (broken, uneven or unsafe)	100	77	77%
6	Weeds/leaves on the pavement	100	76	76%
7	School Admission	97	87	90%
8	Repairs - day to day, including emergencies	94	94	100%
9	Requests for traffic calming (reduced speed limits, speed bumps, planters etc)	92	72	78%
10	Parking Enforcement	86	78	91%

What we achieved in 2024/25

Based on customer feedback, we have taken significant steps to improve access to council services and enhance the customer experience over the course of the year:

- > **Expanded in person support:** We opened council helpdesks in two libraries to support residents who are unable to access services online or by phone. In addition, four family hubs across the city now offer face-to-face assistance for a wide range of needs.
- > **Dedicated homelessness support:** A specialist homelessness helpdesk is now available to assist individuals who are homeless or at risk of homelessness.
- > **Improved digital access:** Free access to computers and telephones is now available at all four family hubs and 13 libraries, ensuring residents without personal devices can still connect with council services.
- > **Improved telephony system:** We introduced a new telephone system to improve the customer experience, including features such as queue position updates and call recording.
- > **Listening to customers:** Through the Your Voice digital engagement platform, we have actively sought feedback from residents, helping us better understand their needs and continuously improve our services.
- > **Better Complaints Handling:** More effective resolutions to complaints are being delivered by providing appropriate remedies when things went wrong and by using feedback to drive service improvements. More thorough and timely investigations of escalated complaints have been enabled through the addition of extra resources.

Detailed analysis undertaken of the 15 upheld LGSCO decisions from 2024/25 has identified key areas for improvement:

- > Continue to support teams to establish a consistent approach to remedies, relevant to their specific area of work, where we identify faults through a complaint investigation.
- > Even where the substantive issue of complaint is not being upheld, all aspects of the complaint, however minor, should be considered as there may have been fault within these, if not within the main issue. Additionally, where we are not investigating the substantive issue as there is a more appropriate route of appeal/challenge, we should still consider whether there was fault in any of the other associated issues of complaint.
- > When it isn't possible to deliver a service or provide something that the council is obliged to provide, or where there are delays in doing so that don't meet set timescales (whether through error or inability to source the service that is required), then we must consider a remedy for this fault. We should also continue to try to source/provide the service that we are obliged to and document all attempts to do so.
- > Whenever we make key decisions which affect a customer, we should have a published policy in place, which makes clear to customers what they can expect from us.

Responding to complaints and councillor enquiries in a One Council way

Recent feedback has shown an increasing need to deliver joined up and effective services, particularly when dealing with customer contact during this unprecedented time when many of our contact channels are operating with reduced resources.

As an organisation we have been struggling to respond to complaints in a timely way, which often leads to increased customer dissatisfaction and escalation to stage 2, resulting in more work for the organisation. Things you can do to improve complaint responses:

When you first receive a complaint, review it and plan in sufficient time to collect information, input from colleagues and write your response.

Do not leave responding to the complaint until the last minute, we have found this often leads to a rushed response that doesn't fully address the customers dissatisfaction and can delay the response being sent to the customer if you require additional information or input from another service.

If you require input from another council service, ensure that you communicate with them early enough to allow them to provide a considered response and ensure you communicate clearly with colleagues, so they understand what is required from them and by when.

If you have been asked to contribute to a complaint response or provide information to a colleague who is responding to a complaint, ensure that you fully understand what is being asked of you and plan your time sufficient time for your colleague to come back to you if required.

Recent feedback from our customers has emphasised the importance of being clear and easy to understand in our communications

As an organisation we have a responsibility to deliver our services with transparency and honesty, as such it is imperative that we maintain regular communications with our customers, particularly if we are not going to be able to deliver our service as expected or previously communicated, including any information on the council website.

As well as the adverse effect that poor communication can have on the customer experience, this type of failure demand increases pressure on already strained services as the resulting enquiries and/or complaints frequently cost the council and service more time and resource.

Consider the below when thinking about communications with customers:

Do you clearly explain what may or may not be possible when communicating with the customer so that you are managing their expectations?

Do you proactively inform customers as soon as we become aware of any delay in service delivery?

Do you update service delivery information on the council website in line with current service timeframes?

Do you ensure customer communications is a priority and included in all plans when addressing high workloads?

Keeping publicly available information up to date

Most teams will have a range of ways in which they publish or share information about their service. These may include:

- Webpages
- Voice mail messages
- Telephone line messages/options
- Template letters
- Shared email auto-replies

Inaccurate or outdated information from these or any source is confusing, frustrating and can lead to complaints from the public and from councillors.

Please ensure that you regularly check all your webpages, automated telephone messages and options, auto replies on email inboxes, messages on voicemail boxes, template letters/emails etc. to ensure that they aren't giving inaccurate contact details/opening hours/statements about covid/working from home etc. or any other inaccurate, misleading or out of date information.

You may wish to consider keeping a simple log of published info/template letters etc. so that you know when it was last reviewed and can easily check things, rather than starting to look for inaccurate info without knowing where else it may be held.

Walk a mile in your customer's shoes...

As council officers we are very familiar with our service processes and the ways in which the council works, this can sometimes mean that we find it difficult to see whether there are any gaps in our communications or issues in our processes from the customer's perspective.

Some services do check that customer journeys (a phrase used to describe the process that the customer goes through from the customer's perspective) through their processes are seamless, but often the service officers are only checking their team's specific part of that process and don't consider other parts of the customer's end to end journey e.g. where does the customer find the contact details to begin the journey, or what happens once the customer has pressed 'pay now' on a transaction which requires payment.

Customer's experiences of transacting or contacting the council usually start from when they identify or realise that they have a need to get information or interact/transact with the council. When we analyse a customer's journey, we should think about it from this starting point, from the customer's point of view. E.g. Would most customers go straight to the home page of the council website, or are they more likely to use a search engine to find the information? What comes up in an internet search for your team/service/transaction?

We should also be analysing our processes from the perspective of different customer groups, especially when it comes to accessibility, e.g. How would you get in touch with the team if you can't use email? Where would you find the information if you didn't have internet access?

Based on the feedback, our council wide areas for improvement are:

- > **Strengthening in person services:** We will continue to enhance face-to-face support at libraries and family hubs to ensure all residents can access the help they need in a welcoming and inclusive environment.
- > **Advancing telephony services:** New features such as a call-back option—allowing customers to retain their place in the queue—and a feedback module will further improve the telephone experience.
- > **Simplifying access:** We are consolidating our telephone lines to make it easier for residents to reach the right service quickly and efficiently.
- > **Improving online services:** Our website will continue to be developed to ensure it is accessible, user-friendly, and responsive to residents' needs.
- > **Exploring innovation:** We are actively exploring how emerging technologies, including artificial intelligence, can help us deliver more efficient and responsive customer services.
- > **Complaint Handling:** Enhanced complaint resolution quality will be achieved by revising our training for complaint handling staff to align with the latest best practice guidance from the Local Government and Social Care Ombudsman. A more resident-focused approach to complaint handling in our landlord services will be achieved by equipping staff with bespoke training tailored to the Housing Ombudsman's latest Complaint Handling Code.

Services were provided with the results from the survey, including free text information supplied by customers and were asked to identify 3-5 service improvements based on this feedback to focus on over the course of 2025/6. The details of the service improvements are included in the full Customer Insight report.

Other elements of Performance Management Framework

Year-end report

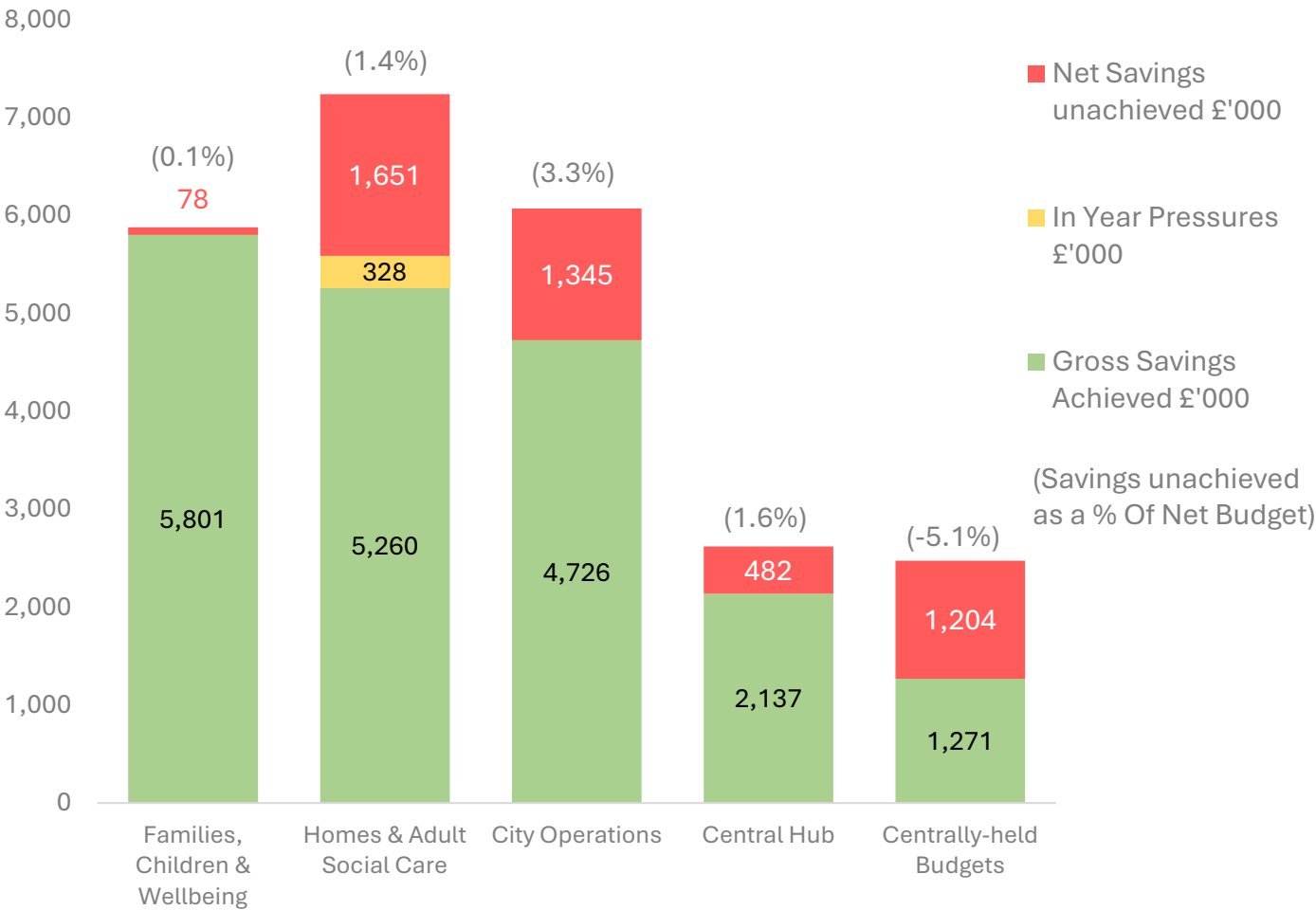


Brighton & Hove
City Council

TBM 12 2024/25

Directorate	2024/25 Budget Month 12 £'000	Provisional Variance Month 12 £'000	Provisional Variance Month 12 %
Families Children & Wellbeing	72,692	-1,062	-0.80%
Homes & Adult Social Care	118,117	2,431	2.31%
City Operations	40,814	-3,797	-9.3%
Central Hub	30,513	-43	-0.1%
Sub total	262,136	-2,471	-0.9%
Corporate	-56,753	1,380	2.4%
Total General Fund	205,383	-1,091	-0.5%

Savings achieved (£,000)

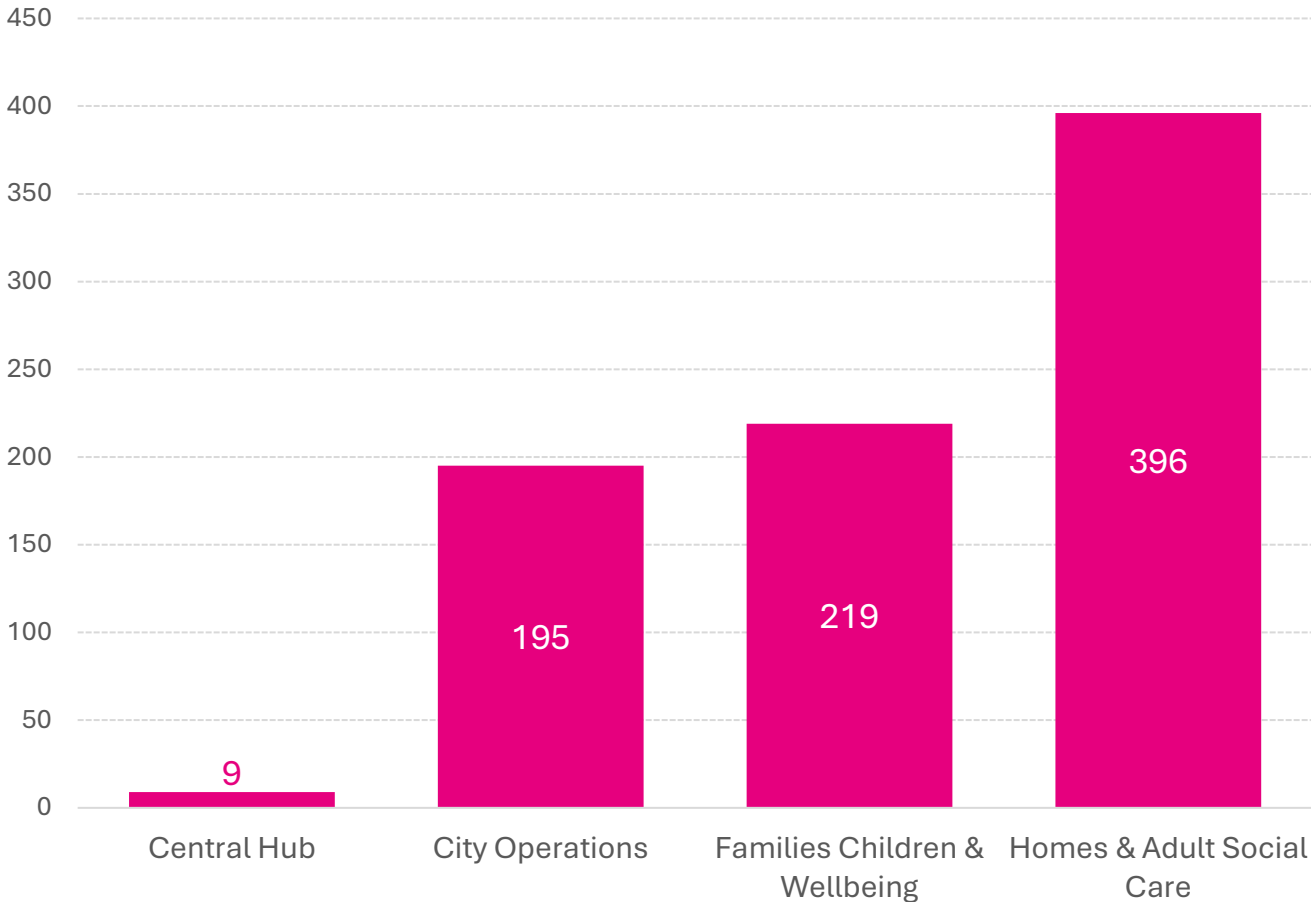


£19.19m of savings were made in 2024/25 however, £4.760m (20%) of the substantial savings package in 2024/25 of £23.627m was not achievable largely due to exceptional inflationary pressures experienced during the year.

Directorate	Head count	BME			Disability			LGBT		
		target 12.1%			target 11.7%			target 12.2%		
		all staff	grade SO1/2 to M9	grade M8 and above	all staff	grade SO1/2 to M9	grade M8 and above	all staff	grade SO1/2 to M9	grade M8 and above
Central Hub	1,145	12.3%	11.1%	10.4%	13.4%	14.3%	9.4%	13.8%	14.5%	4.7%
City Operations	704	9.7%	13.2%	7.5%	8.5%	9.7%	3.9%	14.9%	16.7%	14.6%
Family Children & Wellbeing	1,209	13.0%	13.2%	13.6%	10.1%	8.7%	11.7%	15.4%	15.2%	21.4%
Homes & Adult Social Care	1,551	12.5%	8.5%	11.4%	9.1%	10.3%	11.6%	17.8%	19.8%	10.0%
Council	4,609	11.9%	11.5%	11.3%	9.9%	10.3%	9.7%	15.7%	16.8%	14.1%

Rates of BME, disabled staff and LGBT have increased across the council in the past year, however, further improvement is required for BME and disabled staff

Health & Safety: total injury type incidents 2024/25



Sickness: average days lost between Oct 24 and Mar 25

Directorate	Average days lost	Direction of travel
Central Hub	4.54	↑
City Operations	6.09	↓
Families Children & Wellbeing	4.76	↑
Homes & Adult Social Care	6.77	↑
Council	5.73	↑

Direction of travel compared to Dec 24
↑ improving ↓ declining ↔ no change

Transformation Programmes and Projects

All 16 corporate transformation programmes are either Green or Amber

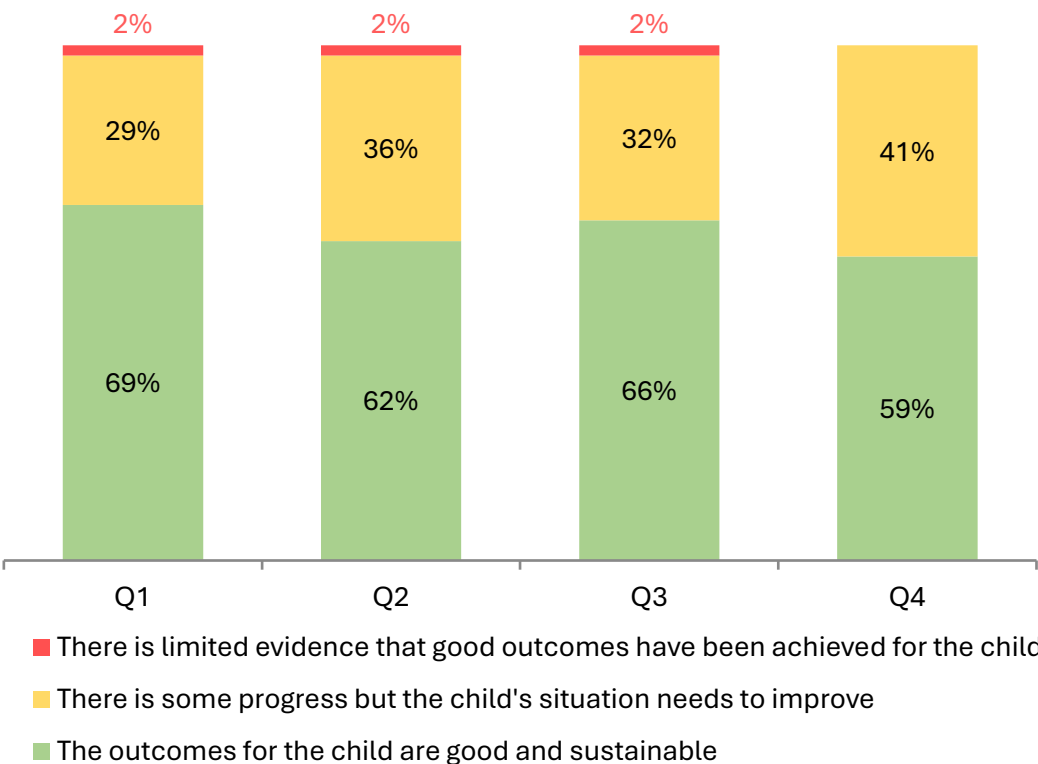
128

Programme or Project Name	Overall RAG Rating	Direction of travel
ASC Modernisation	A	↔
Homelessness Transformation	A	↔
Organisational Design & Culture	A	↔
FCW Modernisation	G	↔
Environmental Services	A	↔
Foundation IT Programme Yr2	G	↔
Data Programme	G	↑
Digital Organisation	A	↔
Digital Customer	A	↔

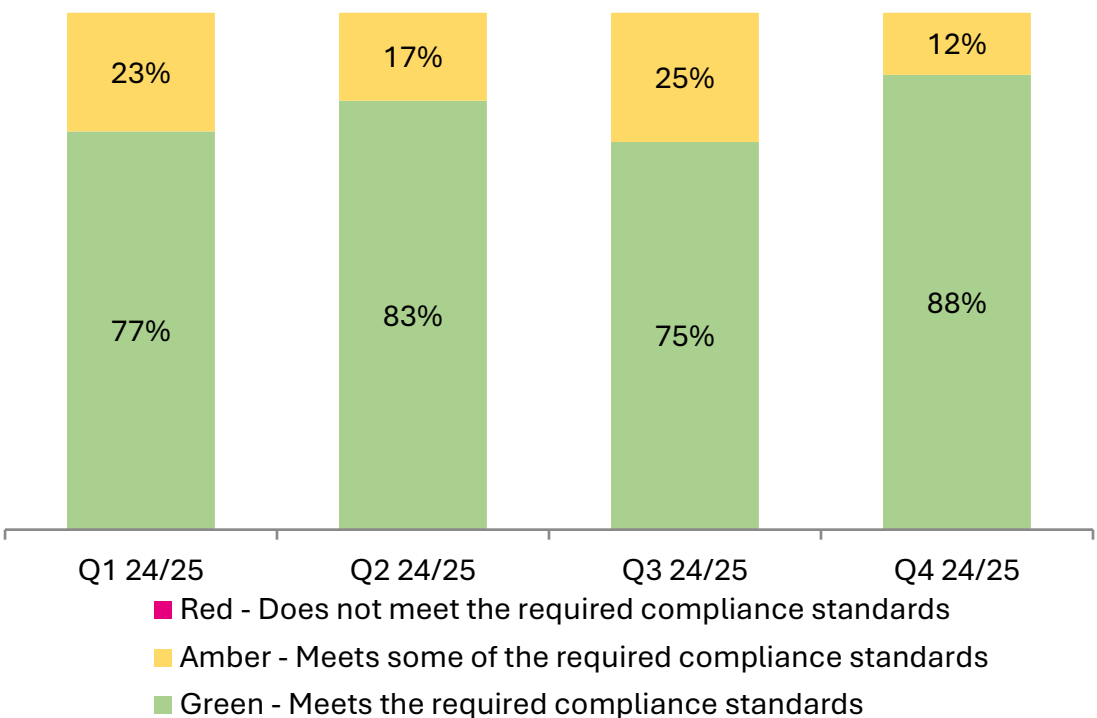
Programme or Project Name	Overall RAG Rating	Direction of travel
Net Zero	A	↔
Sport & Physical Activity	A	↔
Workstyles/Workspace Innovation	A	↔
Customer Experience	A	↔
Fair & Inclusive	A	↔
Our People Promise	A	↔
Housing Building Safety	A	↔

Overall RAG rating for each programme and project is based upon an assessment of scope, time, cost, cashable benefits, non-cashable benefits, and risk.

Children's Safeguarding outcomes



Children's Safeguarding audits



Audits rated as **green**, **amber** or **red**.
Part A of the audit tool relates to compliance with quality standards for key practice areas e.g. recording; statutory processes; supervision etc.

It is a requirement that if there is no up to date chronology, a case cannot be graded Green

Managers (following a review of the audit with the social worker) are asked to provide an overall scale for the child's outcomes



Audits
A quality assurance framework is in place for Safeguarding enquiries undertaken by social workers in Adult Assessment Service



Each Quarter
Audits are completed by operational managers, general managers, the Principal Social Worker, Professional Standards & Safeguarding Team and the Head of Safeguarding for a selection of cases within that quarter

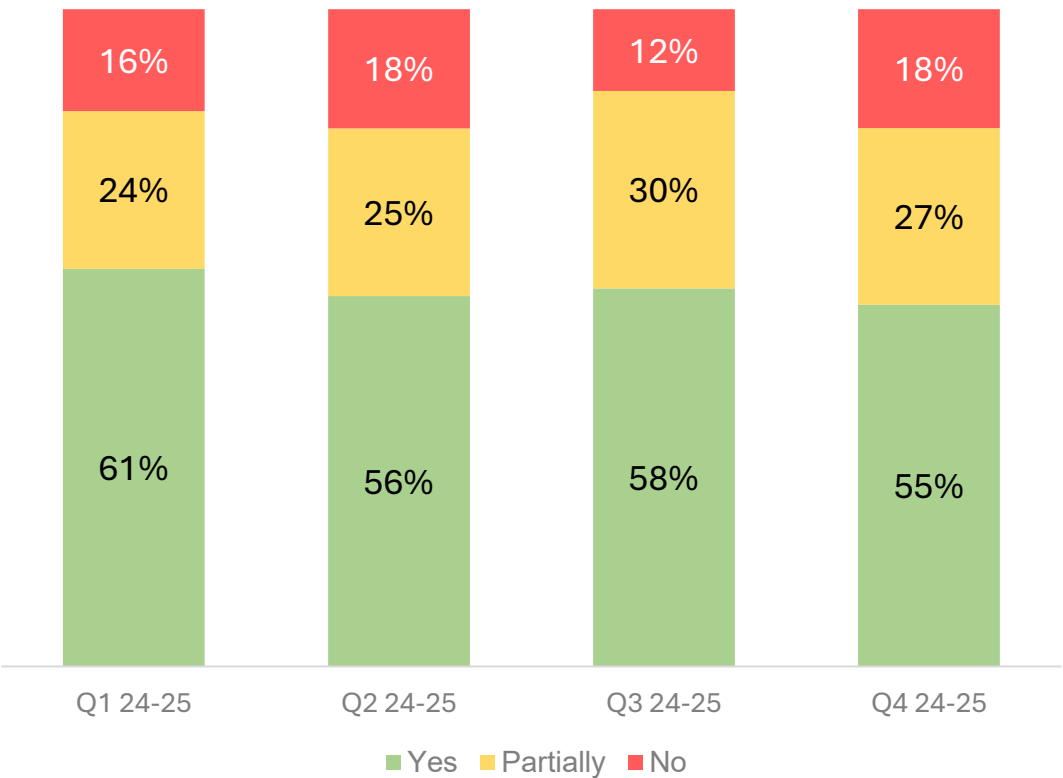


Compliance
The audit framework is overseen by the Moderation Panel which meets every quarter to validate the overall audit outcome



Improvement
Action plans are agreed in the Moderation Panel which also monitors the progress of remedial actions. Feedback by auditors to practitioners is a key part of the process

Adults: % of people achieving identified safeguarding outcomes



Outcomes expressed by people when the council’s safeguarding duty is closed, as measured quarterly. This information does not include enquires closed where no outcomes were expressed