



**Brighton & Hove
City Council**

POLICY & RESOURCES COMMITTEE ADDENDUM

4.00PM, THURSDAY, 11 FEBRUARY 2016

AUDITORIUM - THE BRIGHTELM CENTRE

ADDENDUM

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119 PUBLIC INVOLVEMENT	1 - 6
To consider the following matters raised by members of the public:	
(a) Petitions: to receive any petitions presented by members of the public to the full Council or as notified for presentation at the meeting by the due of 28 January 2016;	
ii) Sustainable Bus Service for the residents of the Coombe Road and Meadowview areas - Petition from Charles Titherley (copy attached)	
(b) Written Questions: to receive any questions submitted by the due date of 12 noon on the 4 February 2016;	
(c) Deputations: to receive any deputations submitted by the due date of 12 noon on the 4 February 2016.	
i) Deputation concerning EDB Budget in the 2015/16 HRA Plan – on behalf of the Central Area Housing Management Panel (copy attached).	
121 GENERAL FUND REVENUE BUDGET & COUNCIL TAX 2016/17	7 - 406
Report of the Interim Executive Director for Environment, Development & Housing (copy attached).	
<i>Contact Officer: James Hengeveld</i> <i>Tel: 01273 291242</i>	
<i>Ward Affected: All Wards</i>	
122 HOUSING REVENUE ACCOUNT BUDGET AND INVESTMENT PROGRAMME 2016/17 AND MEDIUM TERM FINANCIAL STRATEGY	407 - 432
Report of the Acting Executive Director for Environment, Development & Housing (copy attached)	
<i>Contact Officer: Sue Chapman</i> <i>Tel: 01273 293105</i>	
<i>Ward Affected: All Wards</i>	
123 CAPITAL RESOURCES AND CAPITAL INVESTMENT REPORT 2016/17	433 - 458
Report of the Acting Executive Director for Finance & Resources (copy attached).	
<i>Contact Officer: Rob Allen</i> <i>Tel: 01273 291245</i>	
<i>Ward Affected: All Wards</i>	

Subject: Petitions
Date of Meeting: 21 January 2016
Report of: Head of Law & Monitoring Officer
Contact Officer: Name: Ross Keatley Tel: 29-1064
E-mail: ross.keatley@brighton-hove.gcsx.gov.uk
Wards Affected: All

FOR GENERAL RELEASE

1. SUMMARY AND POLICY CONTEXT:

- 1.1 To receive those petitions presented to the Full Council and referred to the committee for consideration.
- 1.2 To receive any petitions to be presented or which have been submitted via the council's website or for which notice has been given directly to Democratic Services.

2. RECOMMENDATIONS:

- 2.1 That the Committee responds to the petition either by noting it or writing to the petition organiser setting out the Council's views, or where it is considered more appropriate, calls for an officer report on the matter which may give consideration to a range of options, including the following:
 - taking the action requested in the petition
 - considering the petition at a council meeting
 - holding an inquiry into the matter
 - undertaking research into the matter
 - holding a public meeting
 - holding a consultation
 - holding a meeting with petitioners
 - referring the petition for consideration by the council's Overview and Scrutiny Committee
 - calling a referendum

3. PETITIONS

3.1 Petitions referred from Council (28 January 2016):

"Save the Brighton & Hove Animal Welfare Team."

Lead Petitioner – Rhian for Brighton Dogwatch

Supporting information:

“As we all know the Conservative government is imposing heavy cuts to local authorities. Brighton and Hove council needs to save millions and is planning on cutting many services. It is planned that as of the 1st of April 2016 one of those services will be the animal welfare team, who you might also think of as the dog warden. Thing is, they do a lot more than pick up and look after stray dogs.

We know that these cuts will affect a lot of vulnerable people in the city and not just our animals, but everybody has a right to voice their opinion on the things that are important to them, so we would invite you to respond to the council’s public consultation on their 2016/2017 budget and if losing the animal welfare team is important to you then do say so and sign the petition. If we don’t say it is important to us they will not know. They are worried about damage to their reputation if the service is cut (we know because it says so in their budget proposal!) so tell them what you think. Every opinion is valid, one way or another. We may not be able to save the team, but we can certainly say what we think.

As part of our research, we have found out more about the team and what they do. A lot of people think they just pick up strays but it is a lot more than that. This is our understanding of the potential loss we will face if the service closes:

- **STRAY DOGS.** The council has a statutory obligation to pick up and look after stray dogs, on a 24/7 basis, and look after them for 7 days until they are claimed and if they are not they then become council ‘property’. They have no obligation to look after them after this time but up until now they have looked after them until they can re-home them, find them a place in a rescue or, in the worst case scenario have them put to sleep because of aggression issues (which we have been told is very rare). The service would be outsourced to a private company. The Environmental Health Manager said he would like a similar service to be provided, but there is no guarantee. Kennel costs can be expensive and a profit-making company may favour keeping costs down. Dogs may be automatically put to sleep after 7 days. At this point we do not know what the policy would be and we would only know once the service had been outsourced. From our own conversations with the AW team we know that most abandoned dogs are bull breeds and these are more difficult to re-home or get a rescue place. What will happen to these poor dogs that people are wilfully abandoning across the city? At its worst, abandoned dogs numbered 200 per year in B&H alone but we are told that at the moment it is not quite so severe.
- **DOG FOULING.** There will be nobody to police dog fouling or issue fines yet the council receives approximately 400 complaints per year regarding this issue. Anyone who wants their dog to defecate on the street will no doubt simply be able to get away with it. “It simply will not get done” we have heard from someone in the council. You happy about that?

- ANIMAL WELFARE. The team has dealt with around 300 animal welfare cases in the last year. In some cases taking people to court. What will happen to the animals now the team no longer takes on these cases (which we are told they have now stopped already due to the impending cuts)?. Do you think the RSPCA can cope?
- DOG ON DOG ATTACKS. Let's say many people had complained about their dog being attacked by a certain dog and the owner did nothing (which we hear about a lot). The AW team could build a case against this person and take them to court. With no AW team you would be left to do a private prosecution against that person. Would you have the evidence, the time, the money to do that? Irresponsible owners are going to get away with a lot and there will be little you can do about it.

We think the animal welfare team provides a vital service and we do not want to lose it.”

Total signatures 3028

3.2 Petitions for presentation:

“Sustainable Bus Service for the residents of the Coombe Road and Meadowview areas”

Lead Petitioner – Charles Titherley

We the undersigned petition Brighton & Hove Council to enable the provision of a satisfactory and sustainable bus service for the residents of the Coombe Road and Meadowview areas of the city.

Justification:

This service should:

1. Run regularly, at least every 30 minutes, from 7:00am until 11.30 pm every day, including weekends and bank holidays.
2. Follow a common-sense route and a route passengers want to take; at a minimum a shuttle service connecting our area with all other Lewes Road bus services, or a longer service - to Churchill Square, Brighton station or London Road, returning the same route.
3. The Citywide live bus display and mobile app system must include this service.

This area, with a population of around 5,000 residents within three miles of the city centre, is suffering from a 50% reduction in bus services with evening services reduced to one bus every 75 minutes. Meadowview is a mile from Lewes Road and can only be accessed via a steep hill. This impacts negatively on the lives of residents, many of whom have young families or are elderly or disabled, with no other means of transport.

<http://www.meadowviewbus.co.uk>

DEPUTATIONS FROM MEMBERS OF THE PUBLIC

A period of not more than fifteen minutes shall be allowed at each ordinary meeting of the Council for the hearing of deputations from members of the public. Each deputation may be heard for a maximum of five minutes following which one Member of the Council, nominated by the Mayor, may speak in response. It shall then be moved by the Mayor and voted on without discussion that the deputation be thanked for attending and its subject matter noted.

Notification of one Deputation has been received. The spokesperson is entitled to speak for 5 minutes.

(a) Deputation concerning EDB Budget in the 2015/16 HRA Plan – on behalf of the Central Area Housing Management Panel

(Spokesperson) – Mr Barry Hughes

Supported by:

Barry Hughes (Lead Spokesperson)

Martin Cunningham

Jean Davis

Ann Ewings

John McPhillips

Charles Penrose

Jane Thorp

Tony Worsfold

Central Area Housing Panel Representative to Policy and Resources Committee 11 February 2016.

At the Central Area Panel Meeting held on 2 February all the voting representatives present expressed deep concern at the proposal, in the HRA Budget and Investment Programme, to reduce the Estate Development Budget in 2016/17 and provisionally in the next three financial years. The meeting unanimously voted to deliver a resolution to the Policy and Resources Committee requesting that the EDB be restored to its previous level of £540k and that this figure should be provisionally included in the strategy going forward.

As the Area Panel is not empowered to refer matters to the P&R Committee in this way we now wish to present our request in the form of a deputation.

Thus, we the undersigned, representatives of the Central Area Housing Panel, request the Policy and Resources Committee, at their meeting on 11 February 2016, to increase the proposed budget under the heading of "Estate and Environmental Improvements" to £540k in 2016/17 and carry forward a similar figure to the provisional budgets for the years 2017/18, 2018/19 and 2019/20. Further we would suggest that these sums could be largely funded from the balance of Estate Development Reserves projected at 31/03/2016 to be £599k.

It should be remembered that each year the sum of £51k is taken from the EDB to cover administration. As it is unlikely that this cost will diminish over time the current projection in future years will mean that amounts available for funding community projects in this way will be reduced to less than half of the present level and we regard this as unacceptable.

Barry Hughes (Lead Spokesperson)
Martin Cunningham
Jean Davis
Ann Ewings
John McPhillips
Charles Penrose
Jane Thorp
Tony Worsfold

Subject:	General Fund Revenue Budget & Council Tax 2016/17		
Date of Meeting:	11 February 2016		
Report of:	Acting Director of Finance & Resources		
Contact Officers:	Name:	Nigel Manvell	Tel: 29-3104
		James Hengeveld	29-1242
	Email:	nigel.manvell@brighton-hove.gov.uk	
		james.hengeveld@brighton-hove.gov.uk	
Ward(s) affected:	All		

FOR GENERAL RELEASE

Note: The special circumstances for non-compliance with Access to Information Procedure Rule 5 and Section 100B(4) of the Local Government Act 1972 are that officers were awaiting critical information about the final Local Government Grant Settlement for 2016/17 from the Department for Communities and Local Government (CLG). This final information was not released by 4 February 2015 and therefore amendments to the budget as a result of any changes to the local government finance settlement will now be included in the Supplementary Budget Report to Budget Council.

1. PURPOSE OF REPORT AND POLICY CONTEXT:

- 1.1 This report sets out the final proposals for the General Fund Revenue Budget and Council Tax for 2016/17 together with 4-Year Service & Financial Plans up to 2019/20. In the absence of freeze grant availability, the increase in the council tax level is based on the minority Administration's council tax proposal of 1.99% together with a further 2% increase in respect of the Adult Social Care precept. All proposals and options take into account feedback and evidence received by the council through various consultation and engagement processes and Equalities Impact Assessments.
- 1.2 The budget proposals for 2016/17 have been developed on a different basis to recent years and have required a greater level of challenge in the context of a predicted budget gap of £68m over 4 years. Increasing service demands and reducing government grant funding are the principal drivers of the budget gap. To close the gap, services have explored what can or should be stopped, what needs to be redesigned, and what can or should be delivered differently. They have looked at these options in the context of future affordability and sustainability, achieving ongoing cost reductions, managing demand more effectively, increasing efficiency and reducing overheads, or generating greater income. Most importantly, this has also taken into account how those services that should continue to be provided can still achieve good outcomes, provide good customer service and address equalities impacts.
- 1.3 For the first time, plans have been developed for a 4-year period covering the Comprehensive Spending Review up to 2019/20. Inevitably, savings will become more challenging and complex to deliver with time as the less complex savings opportunities have already been taken in previous rounds. This departure from annual

proposals is therefore important to provide a time frame across which more complex service changes can be set out and profiled within the proposals and will engender better long term planning and investment in change.

- 1.4 The report incorporates decisions made by Policy & Resources Committee on the council taxbase and business rates taxbase, and by full Council on the Council Tax Reduction Scheme.

2. RECOMMENDATIONS:

That Policy & Resources Committee recommends to Council:

- 2.1 The Administration's proposed Council Tax increase in the Brighton & Hove element of the council tax, comprising:
- (i) A general Council Tax increase of 1.99%;
 - (ii) An Adult Social Care precept increase of 2.00%;
 - (iii) The Council's net General Fund budget requirement for 2016/17 of £209.571m;
 - (iv) The 2016/17 budget allocations to services as set out in Appendix 1;
 - (v) The reserves allocations as set out in paragraph 3.25 and table 2;
 - (vi) The Prudential Indicators as set out in Appendix 9 to this report.
- 2.2 That Council note the Equalities Impact Assessments to cover all budget options and their cumulative effect are set out in Appendices 10 and 11.
- 2.3 That Council approves the authorised borrowing limit for the year commencing 1 April 2016 of £404m.
- 2.4 That Council approves the annual Minimum Revenue Provision statement as set out in Appendix 8.
- 2.5 That Council note the 4-Year Service & Financial Plans including savings proposals for later years up to and including 2019/20.
- 2.6 That the Council note the approach to managing risk and successful delivery set out in paragraph 3.47.
- 2.7 That Council note that supplementary information needed to set the overall council tax will be provided for the budget setting Council as listed in paragraph 4.3.
- 2.8 The Policy & Resources Committee agrees that:
- (i) Officers be authorised to make any necessary technical, presentational or consequential amendments to this report before submission to full Council.

3. CONTEXT/ BACKGROUND INFORMATION:

Structure of the report

- 3.1 The report provides full information on function and funding changes and other legal and financial matters that have resource implications for the 2016/17 budget. The full set of information provided in this report is listed here as an aid to navigation:
- **Local Government Finance Settlement** - updates are given on the latest position regarding government grant announcements;
 - **Referendum Threshold, Adult Social Care Precept and improved Better Care Funding** – information is provided about recent government announcements;

- **Business Rates Retention** – updated forecasts of the council’s share of business rates for this year are included;
- **Schools Funding** – Information on Dedicated Schools Grant (DSG) and Pupil Premium;
- **Other Government Grants and New Homes Bonus** - Information on other government grants with details in Appendix 3 and the New Homes Bonus final allocations for 2016/17;
- **Fees and Charges** – Information on the approach to Fees and Charges is included within the report;
- **Reserves Position** - A re-assessment is included of the level of reserves available to fund one-off items of expenditure and / or provide short term support for the budget. A full review of reserves is included in Appendix 4;
- **Expenditure Estimates** - Including information on the latest position in 2015/16, internal transfers and other adjustments, an analysis of budget changes since 2015/16, inflation, risk provisions, commitments and reinvestment and service pressures;
- **Medium Term Financial Strategy (MTFS)** – The key information for the MTFS will be updated within the supplementary report to Council once the final settlement has been announced. An assessment of risks is included at Appendix 5;
- **4 Year Service and Financial Plans** – Including the approach taken, financial context, managing risk and successful delivery. Detailed service and financial plans including proposed savings are included at Appendix 7;
- **Annual Minimum Revenue Provision (MRP) Statement and Prudential Indicators** – Information on the full statement is attached at Appendix 8 and the prudential indicators are shown in Appendix 9;
- **Corporate Budgets including Contingency** - Information on changes to the main corporate budgets including the resources held in contingency for 2016/17;
- **Council Tax** – Including council tax and the supplementary information required for Budget Council;
- **Report of the Chief Finance Officer** – Including the robustness of estimates, adequacy of reserves, and an assurance statement by the council’s section 151 officer;
- **Community Engagement and Consultation** – Details of consultation and engagement, including a summary report on budget consultation is included in section 8 and Appendix 13.

Projected Resources available in 2016/17

Local Government Finance Settlement

- 3.2 The provisional Local Government Finance Settlement (LGFS) was announced on 17 December 2015 and showed the council’s Revenue Support Grant for 2016/17 at

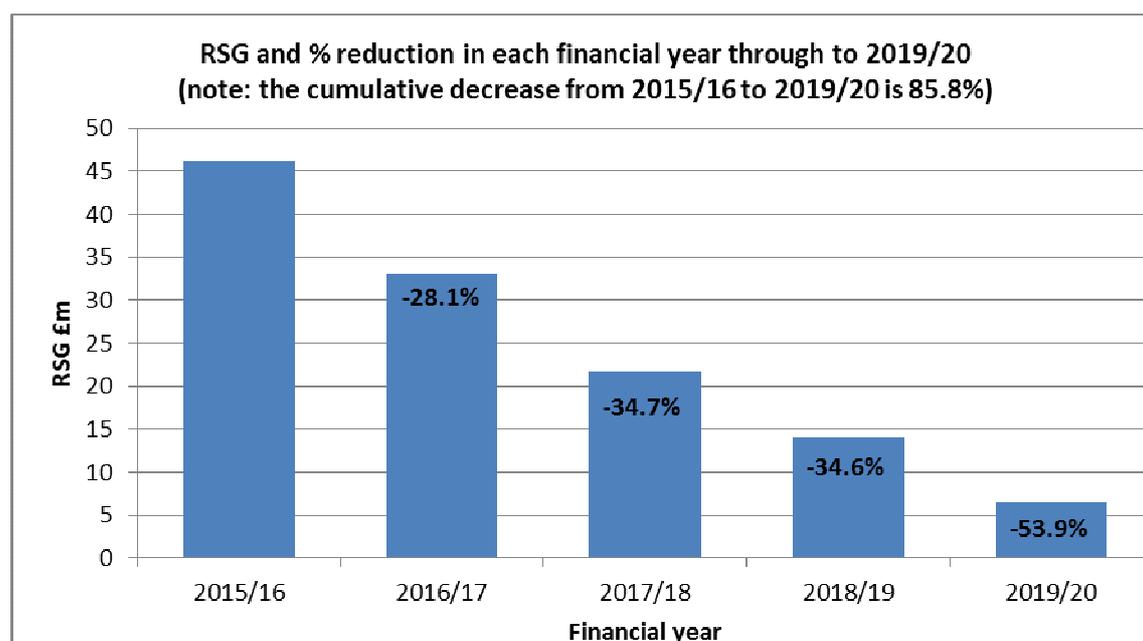
£33.126m which is £0.432m more than assumed within the Medium Term Financial Strategy and this additional amount has been built into the budget forecast. The final LGFS is not due to be announced until early February 2016 and therefore any change from the provisional settlement will need to be reflected in the supplementary report to Budget Council.

3.3 The table below shows the provisional 2016/17 funding assessment compared with the final funding assessment for 2015/16 along with the national percentage change.

Table 1	Final 2015/16 £m	Provisional 2016/17 £m
Revenue Support Grant (RSG)	46.097	33.126
Government assumed business rates income retained by the council	53.672	54.119
Total Settlement Funding Assessment	99.769	87.245
Brighton & Hove City Council Reduction		-12.524
Brighton & Hove City Council Percentage		-12.6%
National Percentage		-10.7%

3.4 The government-assumed level of business rates retained locally is used in the grant calculation and is different from the actual business rates forecast to be collected locally which is shown later in this report. The top-up grant was determined when the business rates retention system was introduced to smooth changes from the previous system and is increased by inflation each year.

3.5 The provisional LGFS also provided indicative estimates of RSG through to 2019/20 and these are included in the graph below: -



3.6 However these allocations need to be taken in the context of potential significant reductions in New Homes Bonus and the uncertainties around the impacts of the move to 100% locally retained business rates.

Adult Social Care Precept and Better Care Funding

- 3.7 The provisional local government settlement included flexibility for authorities with social care responsibilities to raise council tax by up to 2% above the referendum threshold. This applies to each year between 2016/17 and 2019/20 to fund Adult Social Services. This flexibility is to address, in part, the rising costs of this service. Council's raising additional revenue through this precept must demonstrate the additional resources are being applied to Adult Social Care.
- 3.8 In addition to the precept, government is also providing £1.5 billion additional funding for authorities to spend on Adult Social Care by 2019/20 to be included in an improved better care fund. This additional money is planned to be passed directly to authorities through a separate grant that takes into account a councils' ability to raise resources through council tax. The indicative allocations to this council are £3.2m in 2018/19 and £6.2m in 2019/20. This Better Care Funding is separate from the current Better Care Funding that is pooled with local Health partners.

Referendum Threshold

- 3.9 The Government has announced that the threshold above which an increase in council tax requires confirmation from a local referendum, including the 2% additional flexibility for Adult Social Care, will be 4%. Any proposal to increase council tax by 4% or above would need to be accompanied by an agreed substitute budget which would need to be implemented if the increase were voted down in a referendum.

Forecast Business Rate Retention income for 2016/17

- 3.10 Details of the likely business rate retention income forecasts were set out in the report to the January meeting of Policy & Resources Committee. The council is forecast to receive £56.460m from its local share of business rates and section 31 compensation grants in 2016/17.

Schools Funding

- 3.11 The Dedicated Schools Grant (DSG) is split into 3 notional blocks: Schools, Early Years and High Needs. On Monday 18 January the Schools Forum received an update on the proposed final funding allocation of the Schools Block (mainstream schools) for 2016/17. The Department for Education has since advised that the funding formula proposals are compliant with regulations and that budget shares can be issued to schools.
- 3.12 There are established factors within the overall funding formula which are used to calculate a school's overall funding allocation. These factors have not changed but as a result of the data reported in the October census there has been a reduction in the proportion of funding being allocated through the deprivation and low attainment factors in the formula compared to 2015/16. This is because the 2016/17 formula datasets have shown a reduction in both the number of pupils eligible for free school meals, and the number of pupils falling into the low attainment category. Deprivation funding has reduced from £11.98m in 2015/16 to £11.66m in 2016/17 and funding through the low attainment factor has dropped from £8.66m in 2015/16 to £7.84m in 2016/17. The council could elect to adjust upward the unit value in the formula linked to pupils eligible for free school meals or social deprivation however historically Brighton & Hove has been above average in terms of the funding allocated through these factors. With the proposed implementation of a national funding formula arrangement in 2017 the Local Authority considers that by not increasing the unit values for deprivation and low attainment there will be a smoother transition to the new approach that will minimise financial turbulence for schools.

- 3.13 As a result of the reduction in the numbers associated with the deprivation and low attainment factors there has been more funding to allocate to all schools through the basic entitlement factor (age weighted pupil units). There has been a rise in the amount per pupil (age weighted pupil units) from £2,606 to £2,648 in primary schools and from £4,011 to £4,053 (secondary). Overall in the city there is more than £1.6m additional funding to schools for 2016/17 as a result of higher pupil numbers.
- 3.14 The Minimum Funding Guarantee ensures that the reduction in overall per-pupil funding for a school cannot be more than a 1.5% decrease and this will have afforded the schools some protection.
- 3.15 The pupil premium grant will also continue in 2016/17. The eligibility for the pupil premium (deprivation element) will be pupils who have been eligible for Free School Meals (FSM) at any point in the last 6 years, with the snapshot taken at the January 2016 school census. The unit rate of funding will be £1,320 per disadvantaged pupil in primary schools and £935 in secondary schools. Since April 2015, an early years pupil premium has also applied for eligible children and this has been set at £300 per pupil.
- 3.16 As in 2015/16, schools may also receive additional pupil premium allocations for adopted children (£1,900 per pupil based on the January 2016 census) or for Looked After Children (£1,900, allocated via the Virtual School).

Other Government Grants

- 3.17 The grant allocations for 2016/17 have been included in Appendix 3 with the 2015/16 allocations for comparison. Some grant allocations for next year have not yet been announced and where these are critical to the setting of the 2016/17 budget forecasts have been included.
- 3.18 There are some changes to grants in 2016/17 and beyond as follows:
- The Educational Services Grant has reduced by £0.291m to £2.907m, a 9% reduction. In addition the grant is planned to be phased out as part of savings nationally of around £600 million. The government plans to reduce the local authority role in running schools by the removal of a number of statutory duties. Consultation on policy and funding changes is due later this calendar year.
 - Public Health Grant has reduced by the in-year saving of £1.288m during 2015/16 and is adjusted for the full year effect of the new responsibility for commissioning 0 to 5 children's public health services transferred from October 2015. This grant will continue to be ring-fenced for the next 2 years and is subject to further national average reductions of 2.2% in 2016/17 and 2.5% in 2017/18. Grant levels are yet to be announced.
 - Housing Benefit Administration grant has reduced by £0.168m to £1.397m, a reduction of 11%.
 - Specific grant funding for the care act and lead local flood authorities has been rolled into the settlement funding assessment from 2016/17.

New Homes Bonus

- 3.19 The New Homes Bonus (NHB) is a funding incentive for local authorities largely to facilitate the building of new homes in their area and bring empty homes back into use. The funding allocation for the sixth tranche was provisionally announced alongside the LGFS in December and the council will receive £1.177m extra in 2016/17; of this £1.080m is from new properties, £0.012m from a reduction in long

term empty properties and £0.085m from affordable homes delivered. This additional grant is built into the 2016/17 budget.

- 3.20 Government issued a technical consultation in December seeking views on options to change the New Homes Bonus scheme to better reflect delivery of new housing. In addition to this views are being sought on reducing the current and future payments from 6 years to 4 years. The government has provided an indicative impact of this change which shows a reduction of £1.75m from 2018/19 onwards and this impact has been included in the Medium Term Financial Strategy.

Fees and Charges

- 3.21 The Council's Corporate Fees & Charges Policy requires that all fees and charges are reviewed at least annually and should normally be increased by either: the corporate rate of inflation (2%)¹, statutory increases, or actual increases in the costs of providing the service as applicable. Increasingly, linked to the Value for Money approach, services are benchmarking non-statutory fees and charges with other providers and/or other councils to ensure that charges are comparable and competitive and can maximise income to protect essential services.
- 3.22 Non-statutory increases above the standard rate of inflation and/or changes to concessions or subsidies are normally reported to and considered by the relevant service committee in advance of budget proposals wherever possible. However, proposals in relation to Assistant Chief Executive services' fees and charges are included on this agenda in lieu of the service committee.

Reserves and One-off Resources

- 3.23 The working balance is planned to be maintained at £9m over the period of the Medium Term Financial Strategy. The review of reserves and the working balance is included at Appendix 4.
- 3.24 The following table shows the projected general reserves position assuming spending is in line with the latest projections for 2015/16 shown in the TBM month 9 report. The table includes the release of specific reserves and other one off resources to support the 2016/17 budget with allocations identified in paragraph 3.25.

Table 2 – Unallocated General Reserves & one off resources	£m
General reserves	0.733
One off contribution to the pension fund as set out in the triennial review	-0.249
Membership of East Sussex Credit Union	-0.028
Year 3 of 3 year planned support for Pride	-0.015
TBM Month 9 forecast overspend (incl. share of NHS S75 services)	-0.941
Estimated minimum contribution from Better Care Fund resources	0.500
Estimated unused 2015/16 risk provision	1.622
Implementation of a revised Minimum Revenue Provision (MRP) Statement in 2015/16	2.300
Release of reserves following review	0.365
Total Unallocated general reserves	4.287
Other one off resources	
Estimated council tax collection fund 2015/16 surplus	1.964

¹ See paragraph 3.31 for an explanation of the corporate rate of inflation

Estimated business rates retention collection fund 2015/16 deficit	-1.089
Contribution from S31 Business Rate Retention timing reserve	0.236
New Homes Bonus 'returned Funding'	0.129
Release 2016/17 short term re-profiling gain from revised MRP statement	0.379
Release part of 2016/17 pressure funding for un-ringfenced grants on a one off basis	0.350
Use of expected surplus capital receipts	1.738
Total resources available to support 4- year service and financial plans	7.994
One off risk provision of £1.5m	-1.500
Provide one off service pressures funding for short term risks within services during 2016/17	-0.529
Defer the reduction in the 3-year grants programme until the end of the 3 year programme and the commencement of the new commissioning approach	-0.165
Contribution to Modernisation Fund 2016/17	-0.550
4-Year Service & Financial plans 2016/17 investment	-2.750
Top up restructure and redundancy reserve for liabilities in 2016/17 and future years	-2.500
Net funding requirement	0

3.25 The table above includes the following commitments and allocations : -

- The East Sussex Pension Fund triennial review included the need for a one off payment of £0.249m in 2016/17 in addition to the changes to the employer's contribution rate.
- Policy & Resources Committee on the 21st January approved the use of £0.028m from reserves to fund membership of the East Sussex Credit Union.
- Allocation of £0.015m to Pride as the final year of the 3-year gradually reducing grant.
- The month 9 forecast overspend of £0.941m will effectively be offset by the release of the £1.622m risk provision.
- The council expects to receive a minimum of £0.500m from the Better Care fund in recognition of additional costs in Adult Social Care by the end of 2015/16.
- The technical changes to the council's Minimum Revenue Provision in 2015/16 will release £2.300m to fund one off expenditure.
- The review of reserves included in appendix 4 releases £0.365m. In addition, capital receipts are being used to support the investment and one off requirements for the 4 year service and financial plans and £1.738m is being utilised in 2016/17.
- A one off risk provision of £1.500m has been set aside to augment the recurrent risk provisions in recognition of the scale of the savings and potential timing issues.
- The review of service pressures and risks outlined in paragraph 3.37 identified the need for short term funding of £0.529m to cover one-off risks within the 2016/17 budget proposals.

- It is proposed to defer the budget saving of £0.165m within the grants programme for a further year to coincide with the ending of the current 3 year grants programme and the move to a commissioning approach.
- The 4-year service and financial plans require additional support to coordinate and project-manage the Modernisation of council services including Value for Money projects. The estimated cost including legal support is £3.500m over the 4-year period with £0.550m required in 2016/17.
- The 4-year service and financial plans require investment in services to support spend-to-save initiatives and service redesigns. This is estimated to be a minimum of £6.000m over the 4 year period with £2.750m required in 2016/17.
- The Restructure & Redundancy Reserve has been used to support the delivery of savings and service redesigns through Voluntary Severance. The fund needs to be topped up by £2.500m to support the scale of change required within services during 2016/17 and future years.

Expenditure Estimates

Latest position in 2015/16

- 3.26 The Month 9 Targeted Budget Management (TBM) report elsewhere on the agenda shows a projected overspend of £0.452m on council controlled budgets and an estimated £0.489m share of the projected overspend of NHS controlled s75 services. The overall position is a significant improvement since month 7 was presented to Policy & Resources Committee. This is mainly driven by improvements to the spending forecasts for Children's Services and Finance & Resources.

2015/16 Adjusted Base Budget

Internal Transfers and Other Adjustments

- 3.27 Internal transfers relate to changes in responsibility between services and corporate budgets. In 2015/16 the main transfers are within Finance & Resources and Legal & Democratic Services relating to the changes to City Services. The other major change is the realignment of insurance costs across services.

2016/17 Budget

Analysis of Budget Changes between 2015/16 and 2016/17

- 3.28 Table 3 below shows how the budget has changed since 2015/16. The table shows that the budget (i.e. funding) will be £6.3m or 2.9% lower than in 2015/16. This raises the question: 'Why is a £19.347m savings package required for 2016/17 when overall funding has only reduced by £6.3m?'. The answer is within the table below but can be more simply summarised as:
- The budget must deal with the reduced funding of £6.3m;
 - On top of this the council estimates pay and cost inflation of £2.9m;
 - Most significantly, the council is also experiencing demographic and demand-led increases for Adult Care Services of £6.6m;
 - There are also substantial demand pressures on Children's social care and homelessness as well as ICT infrastructure pressures totalling £4.9m;
- 3.29 These are the principal reasons why a large savings package must be delivered to meet increasing costs and demands and ensure critical services to vulnerable people with assessed care and safeguarding needs can be met next year. Risk provisions

must also be provided for, set at £3m, but these are largely offset by the full-year effect of 2015/16 savings.

Table 3: Analysis of budget changes	£m
Revised 2015/16 base budget	215.888
Pay and Inflation	2.913
Recurrent risk provision	1.500
One-off risk provision	1.500
Commitments & Reinvestment (net position)	-0.166
Demographic and cost service pressures in Adult Social Care (partially funded by the ASC precept)	6.648
Demographic and cost service pressures for all other services	4.899
Table 3: Analysis of budget changes cont...	£m
2016/17 only Demographic and cost service pressures for all other services	0.529
Full year effect of 2015/16 savings	-3.763
Savings package 2016/17	-19.347
Change in use of reserves	-1.030
Proposed Base Budget 2016/17	209.571

- 3.30 Appendix 1 shows a detailed breakdown of the proposed budgets and budget changes for each service. To see an explanation of the reduction in overall funding of £6.3m please see the bottom part of the table at Appendix 1.

Pay and general inflation assumptions

- 3.31 Council services experience different cost increases (inflation) than nationally announced inflation indices. This is particularly relevant for third party contracts for social care where increasing standards, the living wage and regulation are driving up costs. However, there are also many other areas of expenditure where inflation is higher than consumer inflation. These costs, and the costs of pay awards, account for the majority of the inflation included within the budget. The council averages out these cost increases and applies a standard 'corporate rate of inflation' to provide a truer reflection of costs. Fees and charges income is assumed to increase in line with the standard corporate rate otherwise income would not keep pace with costs and there would be a growing gap in resources over time. The use of a standard rate for both costs and income therefore avoids increasing budget gaps. In considering whether increases to existing fees and charges can provide increased resources i.e. savings, the standard corporate rate of inflation must first be met before assuming any contribution to savings.
- 3.32 The budget for 2016/17 includes a provision of 1% for pay awards and a further £0.100m in contingency for the potential greater increases to lower scale points and

the impact of funding the £8.25 living wage on the General Fund. The Budget for 2016/17 also include a 0.5% increase in the employer's contribution rate to the East Sussex pension scheme.

- 3.33 The national change to employers' National Insurance contributions includes the removal of the contracted out rate for defined benefit pensions. This change increases the council's General Fund employer contributions by £1.800m and this has been included in service budgets as a commitment.
- 3.34 The provision for inflation varies depending on the type of budgeted expenditure but averages out at approximately 2% which determines the 'corporate rate of inflation' applied to budgets. As explained above, fees and charges are also assumed to increase by this rate with the exception of parking Penalty Charge Notices which are fixed by statute. Increases in costs above the applied 'corporate rate of inflation are expected to be managed within service budgets unless the increase is significant and is specifically identified as a corporate service pressure.

Risk Provisions included in the 2016/17 budget

- 3.35 The Budget includes £1.500m recurrent risk provision and £1.500m one off risk provision in recognition of the financial risks included within the overall budget package. This is in line with the recommendations of the Chief Finance Officer as set out in section 6 of this report.

Commitments and Reinvestment

- 3.36 Details of the commitments and reinvestment in services in addition to the one-off allocations from reserves are shown below: -

- £0.465m for the increase in the employers pension contribution rate by 0.5% to 19.5% in line with the triennial review of the East Sussex Pension Fund.
- £1.800m for the increase in employer national insurance contributions.
- £0.503m changes to corporate Budgets including expected reductions in S31 grants relating to Business Rates.
- £0.100m for changes to (lower) pay grades above the 1% pay provision.
- £0.040m to increase resources for the replacement and maintenance of communal bins.
- £0.020m to reduce the 2015/16 saving in public conveniences.

These allocations are offset by a reduction in the financing costs budget.

Service Pressures

- 3.37 As the council's overall funding is reducing, a significant proportion of the proposed savings package in this budget is required to enable reinvestment into service areas where there are predicted increases in demands for services and/or known cost increases.
- 3.38 The budget estimates for priority service pressures have been reviewed and amended to reflect the significant underlying pressures experienced during 2015/16 in relation to Adults and Children's Social Care and homelessness. In addition, the council anticipates there will be significant additional cost and demographic pressures during 2016/17. The allocations below reflect these pressures as well as attempting to rebase (de-risk) some key budget risk areas to put them in a more stable financial position in 2016/17. However, these allocations leave residual risks in corporate

critical areas where continued demand management is required to manage within resource allocations. Further details of these risks are outlined in section 6.

- 3.39 The total demographic and cost pressure allocations included within the 2016/17 budget is £11.547m for base budget changes (recurrent funding) and £0.529m to manage short term risks (one-off funding). The original budget planning assumption included £6.150m which has therefore had to be supplemented by the additional resources generated from the Adult Social Care precept, the transfer of risk provisions built up from improvements in the council tax base, additional new homes bonus and the use of one off resources:
- £6.648m for Adult Social Care. This is £4.648m greater than had been included in the budget assumptions. The pressures relate to rebasing the budget to de-risk issues from previous years, demographic growth and increased complexity of care across all community care services; also, supporting the independent sector to pay care workers a living wage and the increased costs of safeguarding particularly in relation to deprivation of liberty standards.
 - £2.648m for Children's Social Care mainly relating to children's agency placements. This includes an allocation of £0.092m one-off resources to support the transition to less reliance on locum social workers.
 - £0.800m for reductions in unringfenced grants particularly the reductions to Education Services Grant and Housing Benefit administration grant.
 - £0.857m for increased costs and demands for ICT security, infrastructure and customer access as well as contract costs including software licencing. This allocation includes £0.197m one-off resources to support security changes and legacy contract issues.
 - £0.843m for Homelessness and temporary accommodation including £0.060m one-off.
 - £0.180m for one-off legal costs in relation to changes in temporary accommodation.
 - £0.100m to cover minor pressures including additional building security costs.

4 Year Service & Financial Plans

- 3.40 The provisional Local Government financial settlement announced on 17 December 2015 was based on the 4 year Comprehensive Spending Review which provides a degree of certainty around some aspects of Local Government funding over the next few years. It is clear that the financial situation will be very challenging and a budget gap of around £68m over the 4 years 2016/17 to 2019/20 remains the prediction based on 1.99% Council Tax increases each year. The government has provided the option of electing to apply a further 2% Council Tax increase each year through the Adult Social Care precept but it appears likely that the majority of this will be needed to match increasing demand and cost of services including the impact of the national living wage on provider costs and additional responsibilities under the Care Act.
- 3.41 In this context, the council has considered its approach to budget setting and has recognised that developing budgets on a year-by-year basis in this financial climate presents a high level of risk. Policy & Resources Committee therefore instructed officers to develop 4-Year Integrated Service and Financial Plans to provide a clearer timeframe for changes and to help identify and manage financial risks over the period.

4-Year Plans: Service Review Approach

- 3.42 To develop the 4-year plans a clear methodology was adopted whereby all services were reviewed to consider whether or not to:
- **Stop Funding:** i.e. whether or not the council should be providing or funding the service in the short or medium term, particularly if it is not statutory, or is above statutory minimum levels, or could be provided in another way without council funding;
 - **Retain and Redesign:** i.e. where it is assessed that the service will need to continue to be provided and funded by the council, services were asked to consider the best and most affordable way to provide the service in the longer term against a reducing overall resource base. This includes redesigning and modernising services in the context of benchmarking, best practice, leading research or changing industry standards. In this respect, many services were already under review, for example, Disability and Special Educational Needs services (the SEND review) and Adult Social Care (through the Better Care Fund programme);
 - Adopt a '**Commercial Approach**' within a public service context: i.e. looking at the possibility of some services operating on a different basis e.g. in a shared service or in a new partnership, or on a more commercial/trading basis. For example, Support Functions are exploring joining the Orbis shared service venture with Surrey and East Sussex County Councils while Trust Status is being explored for the Royal Pavilion & Museums and Parks. Many service areas are also able to generate new or increased revenues and may be able to move toward 'self-financing'. This may or may not require operating on a traded basis under an Alternative Delivery Model (ADM). Examples of ADM's that can be considered include:
 - Local authority trading companies (LATC) which can be wholly or partly owned by the authority;
 - Shared Services with one or more local authorities, for example the Orbis Support Function venture;
 - Outsourcing to private or independent sector providers;
 - Social Enterprise – a form of outsourcing with specific added social value objectives;
 - Employee Mutuals or Trust status entities;
 - Public Sector Partnerships or joint venture models. These can include an equity share or other capital investment or risk-share if desired.
- 3.43 The rationale for adopting one approach over another will have taken into account a wide range of factors including but not limited to:
- The cost of providing services compared with other available provision (i.e. benchmarking or soft market testing);
 - The availability of alternative provision, particularly locally;
 - Trading or income generation opportunities (i.e. market research on demand and supply);
 - Advantages and disadvantages of alternative provision including taxation, VAT, employment and other financial, legal or reputational risks;

- Statutory versus non-statutory or 'universal' services with the latter often providing more choice about what level of service is provided or funded and how;
- The willingness or availability of partners in the city region to develop joint or shared ventures including the use of potential freedoms under current devolution bids if successful;
- Levels of one-off or ongoing investment needed to change to a different model of service delivery i.e. whether or not the business case for changing is financially viable when taking into account the cost of change.

4-Year Plans: Financial Context

3.44 Regular reporting on the financial situation during 2015/16 has highlighted the high levels of financial risks now being managed by the council. The Targeted Budget Management reports early in the financial year indicated very substantial forecast overspends in excess of £8m. This eventually required an uncompromising response including stricter recruitment and financial controls which will now remain in place until the financial year-end. The forecast has come down to more manageable levels but only through applying unplanned measures including:

- Releasing £2.1m of one-off Care Act money that should ideally have been used to invest in service modernisation;
- Deferring some Planned Maintenance works and deferring replacement of some ICT equipment, particularly desktop computers;
- Holding vacancies or restricting agency staffing wherever this can be managed without impacting adversely on front-line service delivery;
- Restricting expenditure on supplies and services where it is not essential or critical to service delivery.

The underlying reasons for the forecast risk this year relate primarily to demand-led areas including adults and children's social care and homelessness, all of which are experiencing high levels of demand and cost pressures. The use of the measures above has meant that these underlying cost pressures have not been fully addressed and therefore require specific consideration in setting the budget for 2016/17 and beyond.

3.45 The 4-year plans proposed in this budget report contain very substantial savings and cost reduction proposals of around £60m over the period that will not only be challenging to implement but will carry a higher level of risk than previous savings programmes. This is because savings inevitably become progressively more complex and difficult to achieve over time as easier or simpler savings will already have been taken in previous years. Over £75m savings have been achieved over the last 4 years. This includes the council making significant savings in areas that are commonly targeted by councils across the country including:

- Rationalising the use of administrative buildings through investment in 'agile and flexible working', known as 'Workstyles' in BHCC. By the end of Workstyles Phase III (Hove Town Hall redevelopment) this will have reduced the administrative estate by 59%;
- Striving for procurement savings through the use of a Category Management approach and better contract management. Savings of around 2% to 3% per annum are being achieved;

- Striving for increased income through commercial approaches (e.g. life event services) or through full cost recovery, improved collection, or new income streams. This has contributed approximately 3% additional income per annum above the assumed corporate rate of inflation (see paragraph 3.31);
- Implementing 'demand management' wherever possible including, for example, re-ablement in Adult Social Care and Early Help in Children's Services. These initiatives are designed to avoid more expensive longer term care pathways by intervening early and/or intensively to put people and families back onto a more stable footing. While these have and continue to contribute to demand management, they do not now appear to be achieving the scale of sustained impact on cost pressures and demands that was hoped for. More integrated working is therefore being developed with partners, particularly health, through initiatives such as the Better Care Fund programme;
- Examining in detail the cost versus benefit of 'universal services' such as Libraries, Children's Centres and Day Services to name a few. Many authorities including BHCC are now looking at different and lower cost models of universal provision including some rationalisation of services.

3.46 Achieving delivery of the 4-year Service & Financial Plans will therefore be critical and any significant non-achievement could have the effect of destabilising the council's financial position and its sustainability. This therefore needs a change of approach in terms of managing this higher level of risk exposure including the following key elements:

4-Year Plans: Managing Risk and Successful Delivery

3.47 The scale of risk in the 4-year plans is an order of magnitude higher than anything the council has dealt with in its history. The level of projected demands on some services and the potential effects of welfare reforms coupled with the scale and impact of the savings proposed will require all parts of the system of governance to operate effectively and with full accountability. To manage the service and financial risks successfully will require the following:

- (i) **Enhanced Financial Accountability:** All parts of the system of governance will need to exercise appropriate accountability. Democratic leadership will need to be strong on all sides such that members recognise that not supporting or following through with budget decisions, or deferring decisions, could have significant ramifications in later years. Similarly, management accountability will need to be strengthened such that Directors and senior officers are given clearer targets and parameters within which to work and against which performance will be measured. Failing to see through the 4-year plans is likely to leave the authority vulnerable to an untenable reserves position, poor financial resilience and an adverse external audit opinion.
- (ii) **Enhanced Monitoring:** Achieving stronger accountability will need improved monitoring and better information to understand not just headline variances but also the underlying trends and pressures. Current Targeted Budget Management reports are beginning to provide this type of analysis which will be developed further for 2016/17 to help Members and officers manage risks. There will also need to be consideration of Member oversight of the much higher level of risk in future. Currently the financial position is reported to Policy & Resources Committee approximately 5 times per year and, since the start of this year, to the Cross-Party Budget Review Group monthly. Members and officers will keep

governance arrangements under review alongside the information and analysis provided to determine whether this provides effective oversight.

(iii) **Approach to Managing Financial Risk:** The traditional approach to managing risk in BHCC has been to provide service pressure funding for anticipated demand or cost increases and then hold a central risk provision against potential under-estimates and/or against potential under-achievements of savings. This approach has not worked well in 2015/16 and required the use of £2m one-off Care Act money and other one-off measures as described in paragraph 3.44 above. Further, in 2016/17 the authority cannot afford to fund all potential demand-led cost pressures across social care and homelessness and will need to manage this risk. A central risk provision of £3m will be held but this is being held against substantial and multifarious risks in 2016/17 including:

- The achievement of a £19.347m savings programme in services;
- The accuracy of the predictions of overall potential demand and cost pressures of which approximately £12m has been funded;
- The ability to manage down potential demand-led pressures and other risks. primarily through effective demand management, to avoid a worst-case scenario where all potential pressures come to pass;
- Other potential risks and impacts including pressures on acute hospitals and Welfare Reform changes (most notably the reduced benefit cap from April 2016).

The authority will continue to hold a one-off working balance and has other earmarked reserves that could be called on in an emergency only. However, there would need to be a plan to replenish these quickly in future years otherwise the financial resilience and sustainability of the council will be weakened and called into question by the external auditor. The use of such reserves does not therefore remove the need for further action or decisions but merely delays them for a short period.

During the 4-year period, it is hoped to operate with a more sophisticated contingency and reserves arrangement that reflects a more devolved management approach and strengthened accountability. Services cannot be held accountable or be required to manage and hold risk locally if they have no room for manoeuvre. However, this may be difficult to finesse in practice and care must be taken not to engender a non-collaborative approach across the council.

(iv) **Demand Management:** A key factor in the scale of savings required next year and over the next 4 years is the level of estimated demand and cost increases relating to demand-led budgets such as social care and homelessness. The level of cost increases experienced in 2015/16 and estimated in 2016/17 are not sustainable when compared to projected financial resources over the next 4 years. The financial scenario projected by the Local Government Association, whereby councils would find it hard to fund much beyond social care and waste collection & disposal by 2019/20 will become a reality if the authority and its partners are not able to contain the rate of increase in demands and/or associated costs over the period.

Support for demand management activities and initiatives is therefore critically important and the pace and strength of delivery of programmes such as the Better Care Fund, Dynamic Purchasing for homelessness and newly developed models of social care practice in Children's Services will be key to the authority's financial

position. This will require working with our partners to manage change, including accelerating the pace at which we find alternative resources wherever possible and deliverable.

(v) **Investing in Change:** Delivering the large savings programme and modernising and changing services to be able to manage demands and continue to provide appropriate services with less resource requires significant one-off investment. This is needed to ensure that change can happen within an appropriate timescale but also to provide the resources and support necessary to support modernisation. The level of investment required will need to cover the following:

- The 4-Year Service & Financial Plans require investment in services to support spend-to-save initiatives and service redesigns. This is estimated to be a minimum of £6.000m over the 4 year period with £2.750m required in 2016/17. This will be held in a new reserve and only released through approval of the officer Corporate Modernisation Delivery Board based on proven business cases.
- The 4-Year Service & Financial Plans will also require additional support to co-ordinate and project-manage the implementation of savings and modernisation programmes. The estimated cost including legal support is £3.500m over the 4 year period with £0.550m required in 2016/17;
- Managing changes in the level of staffing. Approximately 580 posts are expected to be deleted from the council's staffing establishment over the 4 years. This will happen through a mixture of normal turnover, redeployments and severance. The latter, preferably through voluntary severance, will inevitably need resourcing and an estimated £5.000m will be needed over the 4 years with £2.500m required in 2016/17;
- Modernising the council's customer service offer will require significant investment in digital services. The 'Customer First in a Digital Age' (CFDA) programme has identified an investment requirement of £6.000m to provide digital services such as improved web site access and mobile working. This has been funded through the council's capital investment programme.

Providing for these one-off investment requirements, except CFDA, is covered in paragraph 3.25 above and requires the use of £1.738m capital receipts alongside one-off revenue resources identified earlier in the report.

4-Year Plans: High Level Rationale for Resources Allocation

3.48 Appendix 1 shows the resulting allocations to services taking into account all of the resource allocations including savings, service pressure funding, inflation provision and other commitments. This shows the level of financial challenge facing the authority with an overall 3.00% reduction in service budgets but also provides a high level summary of the overall impact of resourcing and savings proposals. The table below summarises the high level rationale for the relative allocations of resources to services. The basic principles used in determining resource allocations are as follows:

- Providing relative protection of social care budgets, particularly Adult Social Care, recognising the high levels of underlying and predicted demands and costs in 2016/17;
- Recognising that those areas providing 'universal services' (i.e. services available to all resident groups, sometimes age related, without assessment of individual need) have greater flexibility around the provision of these services, including

whether or not to continue to provide or fund them. In this respect, Children's Services have a greater proportion of universal services (e.g. Children's Centres) than Adult Social Care which is almost wholly personal social care provided through assessed individual need;

- A recognition that some areas have greater income generating capabilities than others, for example Assistant Chief Executive services which covers museums and event venues. These services can be expected to move further toward becoming self-sustaining.

Service Directorates	2015/16 Net Budget £'000	2016/17 Proposed Net Budget £'000	Increase/Decrease Over 2015/16 %	High Level Rationale for the relative levels of service funding allocations
Adult Services	77,909	78,199	+0.37	Predicted high demand and complexity of need plus new Care Act and Living Wage pressures together with existing underlying pressures and unachievable prior year savings. Medium to high cost services with limited 'universal services'.
Children's Services	54,827	52,791	-3.71	Higher levels of growth provided for in previous years, partially through availability of Dedicated Schools Grant (DSG) resources. High cost social care services with greater universal service flexibilities.
Public Health	4,226	4,012	-5.06	Reduction in ring-fenced service.
Environment, Development & Housing	30,675	28,764	-6.23	Mainly universal services with significant income generating opportunities (e.g. commercial waste and other revenues). Some demand-led budgets (homelessness) but these are of a smaller scale than social care.
Assistant Chief Executive Services	14,865	13,697	-7.86	Mainly non-statutory and/or universal services (e.g. Cultural Services, Museums, Brighton Centre & Libraries) with significant flexibility and considerable income generating opportunities.
Finance & Resources and Law	28,817	27,515	-4.52	Mainly staffing budgets except some ICT budgets and Corporate Landlord property budgets. High levels of savings taken in previous years. Service pressure funding has been limited to ICT investment only.
Total Services	211,319	204,978	-3.00	

4-Year Plans: Summary of Proposals

3.49 Appendix 7 provides a more detailed analysis of the 2016/17 savings proposals and indicates the results of the service review methodology outlined above. The summary shows that savings proposals are categorised as follows:

Table 4 Savings Categorisation	2016/17 £'000
Stop funding	4,184
Service Redesigns:	
- Service redesign of directly provided services	7,423
- Service redesign through digital development (CFDA)	893
- Service redesign with community co-delivery	610
- Public sector partnerships	90
Demand management	4,372
Workstyles Value for Money (VFM)	330
Commercial Approach:	
- Outsourcing, private sector partnerships or third sector partnerships	810
- Shared Services *	0
- Trusts *	0
- Income & Debt Management VFM	1,524
- Third Party Spend VFM	831
Total Savings Package 2016/17	21,067
Less savings in Public Health used to address 2015/16 grant reduction	-1,096
Less savings relating to tax base changes reflected in resources	-624
Net Directorate Savings Package 2016/17	19,347
<i>Memorandum note: Management Spans & Accountability (MSA) **</i>	<i>1,954</i>

* These show as zero as although work has started on implementation, savings are not projected until later years.

** MSA savings relating to management delayering and reductions using the MSA guideline methodology. These savings are incorporated within the Service Redesign savings listed above. MSA savings equate to 5.1% of the total cost of management grade posts excluding professionals such as Social Workers.

3.50 The directorate budget strategies and 4-Year Service & Financial Plans at Appendix 7 set out in more detail the savings proposals under each of the categories above and provide further explanation and rationale for each saving proposal.

Staffing Implications

3.51 At this stage in the budget process it is difficult to determine exactly how many staff may be affected by the proposals. Currently it is likely that approximately 250 posts may be removed from the council's staffing structure as a result of the savings proposals set out in Appendix 7. However, actual numbers will be dependent on the detailed options proposed and on the results of formal consultation where required. Some of these posts are already vacant and some will become vacant through normal turnover and therefore the number of staff at risk is likely to be less. Whilst a significant number of consultation processes have started with staff, others consultation processes will start in the coming months following the outcome of public consultation and/or detailed service redesign work.

3.52 The 4-year integrated service and financial plans provide further information about reductions in posts up to 2019/20 and currently indicate that approximately 580 posts will be removed from the staffing structure. This figure is likely to increase as service plans become clearer for subsequent years. This information will be used to plan for reductions in the workforce to mitigate the impact on staff and focus on redeployment, outplacement and voluntary severance activity. In addition the transfer of some services to alternative models of delivery will result in the TUPE transfer of some staff to other organisations. Discussions regarding potential TUPE transfers will continue both this year and in future years as proposals become clearer.

3.53 It is planned to support staff at risk of redundancy through:

- Providing appropriate support to staff throughout the change process to enable them to maximise any opportunities available;
- An offer of online outplacement support across the organisation to ensure staff are supported in applying for new and different opportunities both within and outside the council;
- Controlling recruitment and ensuring there is a clear business case for any recruitment activity;
- Managing redeployment at a corporate level and maximising the opportunities for movement across the organisation;
- Limiting the use of temporary or agency resources through the financial controls currently in place.

These measures will continue as work with trades unions and colleagues continues on the detailed staffing implications.

3.54 Every effort will be made to reduce the impact of the proposals by offering voluntary severance where appropriate to staff in service areas affected by budget proposals on a case by case basis. This targeted voluntary approach to releasing staff in areas undergoing change will be managed to support service redesigns, whilst ensuring that the organisation retains the skills that will be needed into the future.

3.55 The council has adopted organisation design principles for management structures which identify an optimal model across the organisation of a maximum of 6 layers of management (from Chief Executive to front line) with an average of 6 direct reports (there could be more, but only less in exceptional circumstances). These principles, referred to as Management Spans & Accountability (MSA), ensure that there is clarity of decision making accountability and that efficiencies are made through de-layering where appropriate. Therefore management levels and numbers are being reviewed where structures are being reviewed, with the expectation that they will reflect the design principles agreed. The service and financial plans at appendix 7 include estimated MSA savings proposals of £1.954m.

Annual Minimum Revenue Provision (MRP) Statement and Prudential Indicators

3.56 The council is required by statute to set aside a prudent minimum revenue provision (MRP) each year to reduce the outstanding borrowing used to finance capital expenditure (known as the Capital Financing Requirement, or CFR). The largest part of the council's general fund CFR is debt where the government has provided revenue support. The council's current MRP policy regarding supported borrowing is to set aside 4% of the opening balance of the supported borrowing CFR in each financial year on a reducing balance basis. A number of councils have recently reviewed and changed their MRP policies and have adopted alternative

methodologies for supported borrowing. As a result, a review of BHCC's current policy has been commissioned to see whether an alternative approach would benefit the council.

- 3.57 The review has now been undertaken and supported by the council's treasury advisors. Following the review, it is proposed that the council adopts an alternative methodology for writing down its supported borrowing CFR, and moves from a 4% reducing balance methodology to a 2% straight line (or "equal instalments") methodology. The change will allow a re-profiling of the supported borrowing, which will free up much needed resources in the medium term whilst enabling a prudent approach is maintained as the supported borrowing will be fully repaid over 50 years; under a reducing balance methodology the balance will never be fully extinguished. This change will result a reduction in the Financing Costs revenue budget of £2.140m. The overall net adjustment at the end of the 4-year planning period is £1.630m.
- 3.58 It is proposed that the revised methodology is adopted within 2015/16 releasing one-off resources of £2.300m in 2015/16. This requires a revision to the council's Annual Minimum Revenue Provision (MRP) Statement for 2015/16 in addition to the approval of the new MRP statement for 2016/17. The revised MRP statements for 2015/16 and the new MRP statement for 2016/17 are set out in appendix 8.
- 3.59 The prudential capital finance system introduced in 2004 requires the council to set a number of indicators for affordability, prudence and sustainability. The recommended indicators are set out in Appendix 9. Members should note the indicator for the authorised limit is a statutory limit required to be determined by full Council under section 3(1) of the Local Government Act 2003.

Corporate Budgets

- 3.60 The council budget contains a number of corporate budgets that are monitored and controlled centrally. The significant corporate budgets include the concessionary fares budget which has been set based on the council's agreements with bus operators, the centrally held unringfenced grants income budget that reflect the announcements from government, and the former employees' pension costs.

Financing Costs

- 3.61 The Financing Costs Budget for 2016/17 is forecast to be £6.705m, a decrease of 22.0% (or £1.893m) on the adjusted base for the current year. This reduction is a result of the re-profiling of the minimum revenue provision outlined in paragraph 3.57 (£2.140m) offset by lower investment rates which have been impacted by further delays to UK interest rate rise expectations caused by current weaknesses in the global economy.

Contingency

- 3.62 The council's contingency budget includes provision for costs which are likely to occur but for which the estimated cost cannot be adequately foreseen at this stage. It also includes risk provisions and other resources awaiting transfer to services. The proposed contingency for 2016/17 is £4.077m as detailed in table 5.

Table 5: Contingency Summary	£m
Corporate recurrent risk provision	1.500
Corporate one-off risk provision	1.500
Modernisation Fund	0.550
Provision for pay related matters	0.100
Legal costs relating to temporary accommodation – one off	0.180
Contingency for grants and other resources still to be announced	0.242
Council tax reduction grant for Parish/Garden Committees	0.005
Total Contingency	4.077

Change in use of reserves

3.63 The budget for 2016/17 draws on reserves to support the one-off investment identified in table 2.

4. COUNCIL TAX

4.1 The Administration is proposing a council tax increase of 3.99% including the 2% flexibility for Adult Social Care. A council tax increase of 3.99% results in a band D council tax of £1,392.03 for the council's element, an increase of £53.35 on this year.

4.2 In order to propose an overall council tax for the city, the council tax set by the precepting authorities needs to be known. The Sussex Police & Crime Commissioner agreed a band D council tax of £148.91 for 2016/17 which is a £5.00 increase. East Sussex Fire Authority is due to set their 2016/17 Band D council tax on the 11 February 2016. Rottingdean Parish agreed a band D council tax of £28.57 which is the same level as 2015/16.

Supplementary Budget Report to Budget Council

4.3 Not all the budget and council tax information needed to set the budget and council tax is available at present. Therefore additional information will be need to be provided for Budget Council; this will include:-

- The final confirmed Local Government Finance Settlement 2016/17.
- Any other grants that are announced before Budget Council.
- An updated high level Medium Term Financial Strategy.
- The agreed council tax set by East Sussex Fire Authority.
- The statutory council tax calculations required under the 1992 Local Government Finance Act.
- The full budget and council tax resolution for Budget Council.

5. MEDIUM TERM FINANCIAL STRATEGY AND RISK ASSESSMENT

- 5.1 The Medium Term Financial Strategy (MTFS) will be updated to reflect the final Local Government Finance Settlement for 2016/17 and indicative allocations up to 2019/20 and will include revised planning assumptions.

6. REPORT OF THE CHIEF FINANCE OFFICER (SECTION 151) UNDER SECTION 25 OF THE LOCAL GOVERNMENT ACT 2003

- 6.1 Section 25 of the Local Government Act 2003 requires the Chief Finance Officer (Section 151 Officer) of a local authority to report on the robustness of the estimates included in the budget and the adequacy of the reserves for which the budget provides. This report has to be considered by Policy & Resources Committee and the full Council as part of the budget approval and council tax setting process. The budget reports on this agenda are focused on the General Fund Revenue Budget 2016/17 and the Capital Programme. It also considers key medium term issues faced by the council and provides 4-year plans that go some way to addressing predicted budget gaps in later years.

Robustness of Estimates

- 6.2 There is inevitably an element of judgement in drawing up budget estimates of expenditure and income which are made at a point in time and may change as circumstances change. This statement about the robustness of estimates cannot give a complete guarantee about the budget but provides the council with reasonable assurance that the budget has been based on the best information and assumptions available at the time, and has considered identifiable risks. Given the financial difficulties experienced during this financial year, greater attention has been paid to demand-led budget predictions, while historic unachievable savings and other unmet pressures have also been reviewed in more detail.
- 6.3 In setting the budget for 2016/17, current expenditure trends and service demands have been considered by the Executive Leadership Team and Corporate Management Team working closely with finance professionals. The budget for 2016/17 has therefore been set taking into account the trends and issues identified in the TBM Month 9 (December) report and further projections of future demand and cost.
- 6.4 Service and cost pressure funding totalling around £12m has been provided, of which approximately £10m has been allocated to manage demand trends across Children's and Adults social care services and homelessness. This compares with total potential service and cost pressures of up to £18m including unachievable savings from previous years of over £2m and other risks and issues identified. A key aspect of this high level of projected pressures relates to demand-led areas and therefore demand management activities will be key to managing these pressures effectively as described in paragraph 3.47(iv) above.
- 6.5 In recent years, the council has demonstrated its ability to continue to deliver significant savings programmes, however implementation of some proposals have been subsequently delayed or overturned by Committees and these are recognised as unachievable savings. In 2015/16, savings of £19.198m are expected to be achieved against a target of £21.089m which represents substantial achievement of the savings programme. However, pressures on demand-led areas have led to some under-achievement and increased cost pressures elsewhere.

- 6.6 Given the above pressures and the need to achieve further substantial savings in 2016/17 of over £19m, an increased risk provision of £3m, split between recurrent and one-off resources, is considered the minimum necessary to guard against these risks and any risks not quantifiable at budget setting time, for example, the potential impact of further welfare reforms. The Council will also need to maintain a minimum working balance of £9m alongside other earmarked reserves to manage any short term pressures, unmanageable risks or further unachievable savings. If utilised, this would need a clear and immediate plan for replenishment in the following year. The Council will need to monitor the implementation of savings proposals closely as the prospect of significant budget gaps in future years means that non-achievement of savings will store up even greater difficulties for the years ahead.

Adequacy of Reserves

- 6.7 The recommendation on the prudent level of General Fund working balance has been based on the robustness of estimates information and a risk assessment of the budget provided at Appendix 5.
- 6.8 As indicated above, the analysis indicates that continuation of a working balance at a level of £9.000m (excluding school balances) is prudent having taken into account all known and foreseeable risks in relation to the 2016/17 budget. This represents 4.4% of the council's net revenue budget excluding schools. The financial risks in the business rates retention system are now better understood and, although forecasting remains relatively intricate, are not expected to be catastrophic and I remain mindful of the need to keep reserves as low as possible.
- 6.9 All specific reserves have been reviewed in detail to ensure they are set at an appropriate level. This is set out in Appendix 4. Many of the council's earmarked reserves fulfil a specific legal or financial requirement, for example the Insurance Reserve, and are not therefore available to support the annual revenue position.

Assurance Statement of the Council's Section 151 Officer

- 6.10 In relation to the 2016/17 General Fund revenue budget, the Section 151 Officer has examined the budget proposals and considers that, whilst the spending and service delivery proposals are increasingly challenging, they are nevertheless achievable with strong governance and accountability at all levels and given Member and Executive will to implement the changes and maintain impetus. Although very difficult, 2015/16 has again shown that the council is able to manage potential financial risks through emergency controls if necessary. However, this is not a sustainable way of managing risks and there will need to be a stronger focus on managing change during 2016/17 to avoid unplanned and potentially damaging impacts on services.
- 6.11 In terms of the adequacy of reserves, the Section 151 Officer considers a working balance of £9.000m to be adequate taking into account other reserves, the risk provisions and the council's track record in budget management.

7. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 7.1 The budget process allows all eligible political parties to put forward viable alternative budget and council tax proposals to Budget Council on 25 February 2016. Budget Council has the opportunity to debate both the proposals recommended by Policy & Resources Committee at the same time as any viable alternative proposals. However, all budget amendments must have been "signed off" by finance officers no later than 12 noon on Thursday 18 February 2016.

8. COMMUNITY ENGAGEMENT AND CONSULTATION

8.1 Local Government budgets and finances are complex and therefore the council has attempted to provide a range of information, including an updated 'budget animation', to aid understanding and encourage residents and others to share their views, primarily via the council's web site or via social media. Consultation and feedback in relation to the 2016/17 to 2019/20 4-year budget was promoted and invited from all quarters through a range of engagement processes including:

- A meeting held with the Older People's Council where changes impacting on Adult Social Care arising from the Care Act and the Better Care Fund were explored.
- Sending an email flyer to businesses via the Chamber of Commerce and Brighton & Hove Economic Partnership business directories inviting comment and feedback on proposals and advising them of any changes to the business rate system in 2016/17;
- Ongoing consultation and engagement with Community Works in developing proposals. Feedback has been provided directly to services and members as appropriate.
- The Schools Forum, attended by representatives of all school phases, where a report on the potential areas of interest and potential impact of the General Fund budget proposals were discussed at a meeting on 18 January 2016. This is a public minuted meeting and agenda and minutes are available on the council's website.
- Meetings with Trades Unions branch secretaries and Departmental Consultative Groups (DCGs) which provided an opportunity for consultation with Trades Unions' representatives across all council services.

8.2 Alongside the above meetings and consultation, the council provided an on-line questionnaire through its on-line consultation portal available to citizens and businesses. This was provided alongside general information about the budget and budget process which was promoted and placed on the council's website and through various media routes as normal. The questionnaire was also made available in paper form in Libraries where people could then be assisted to complete the questionnaire on-line. An analysis of the feedback from the on-line questionnaire is at Appendix 13.

9. CONCLUSION:

9.1 The council is under a statutory duty to set its budget and council tax before 11 March each year. The options and recommendations to Budget Council contained within this report together with the recommendations to follow in the supplementary report to full Council, should enable the council to meet its statutory duty.

10. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

10.1 These are contained within the main body of the report.

Finance Officer Consulted: James Hengeveld

Date: 03/02/16

Legal Implications:

- 10.2 Policy & Resources Committee is responsible for formulating budget proposals for adoption by the Council. Power to adopt the budget is vested in full Council alone.
- 10.3 For these purposes, the “budget” includes the allocation of financial resources to different services and projects, proposed contingency funds, and setting the council tax.
- 10.4 Section 52ZB of the Local Government Finance Act 1992 requires a billing authority to determine whether its relevant basic amount of council tax is “excessive”. If the amount is excessive, the billing authority is required to hold a referendum, with a view to applying an alternative amount if the excessive amount is rejected in a referendum.
- 10.5 The determination of whether a relevant basic amount of council tax is excessive must be made in accordance with principles determined by the Secretary of State. The Department for Communities and Local Government (CLG) has stated that for the 2016/17 financial year, an increase of more than 4% - including the Adult Social Care precept of 2% - will be regarded as excessive. Therefore, local authorities opting for an increase of more than 4% (including the Adult Social Care Precept) will be required to hold a referendum.

Lawyer Consulted: Elizabeth Culbert

Date:03/02/16

Equalities Implications:

- 10.6 The process for assessing the equalities implications of the budget changes for 2015/16 and an assessment of the cumulative impact is shown in Appendix 10. All the Equalities Impact Assessments are included at Appendix 11.

Sustainability Implications:

- 10.7 A carbon budget has been set for 2016/17. This shows the level of spend on energy and the estimated carbon emissions across each carbon budget area and includes a planned 4% reduction on the 2015/16 budget level. This target will be challenging to meet on the basis of the current approach to carbon management.
- 10.8 Carbon budgets aim to provide the organisation with a framework of accountability for reducing carbon emissions from our buildings, street lights and fleet. They were first introduced in 2012/13 and supported by action plans that set out how carbon budgets are to be achieved and these plans are reviewed and challenged once a year. The council spends around £8.565m each year heating and lighting its buildings, lighting our neighbourhoods and travelling around the city to deliver key services.
- 10.9 The council's 2014/15 Carbon Reduction Commitment (CRC) footprint accounted for 15,441 tonnes of CO² from council buildings for which the council purchased £0.241m worth of CRC allowances at £15.60 per tonne. This was the first year of phase 2 of the CRC scheme and the first time that school consumption is excluded and street lighting is included. It is not therefore possible to compare the 2014/15 result with the previous year on a like for like basis. 2015/16 CRC allowances will rise to £16.10 per tonne although the council purchased our requirements in advance at £15.60 per tonne.

- 10.10 Half-hourly electricity and gas prices decreased by an average of 3.6% and 11.5% respectively in October 2015. Non-half hourly electricity supplies are on a three year fixed price contract expiring in April 2016.
- 10.11 The council's carbon budget data update is detailed in Appendix 12 and profiles spend and CO² carbon footprint for 2014/15 across the council and sets out the target for 2016/17.

SUPPORTING DOCUMENTATION

Appendices:

1. Movements in Budget Allocations 2015/16 to 2016/17
2. Changes in the budget projections since the 3 December 2015 budget report to Policy & Resources Committee
3. Summary of special and specific grant allocations for 2015/16 and 2016/17
4. Review of the council's reserves including the planned use of reserves
5. Assessment of Risks
6. Council Budget Strategy
7. 4 Year Service & Financial Plans
8. Minimum Revenue Provisions statements
9. Prudential Indicators 2016/17 to 2018/19
10. Equalities Impact Assessment – Cumulative impact
11. Equalities Impact Assessment – Individual Assessments
12. Carbon Budget for 2016/17
13. Summary report on Budget Consultation

Documents in Members' Rooms

1. None

Background Documents

1. Budget files held within Finance
2. Consultation papers

APPENDIX I

Movements in Budget Allocations 2015/16 to 2016/17

	2015/16 Revised Base £'000	Internal Transfers £'000	Reverse one-off allocations £'000	2015/16 Adjusted Base £'000	FYE of 2015/16 Savings £'000	Inflation £'000	Service Pressures £'000	Commitments and reinvestment £'000	VFM & Other Savings £'000	2016/17 Original Budget £'000	Increase over adjusted base £'000	Increase over adjusted base %
Adult Services	77,904	65	(60)	77,909	(2,113)	1,487	6,648	477	(6,209)	78,199	290	0.37
Public Health	4,227	(1)		4,226	-	53	-	99	(366)	4,012	(214)	(5.06)
Children's Services	54,927	(77)	(23)	54,827	(947)	833	2,648	498	(5,068)	52,791	(2,036)	(3.71)
Environment, Development & Housing	30,441	234		30,675	(509)	78	893	570	(2,943)	28,764	(1,911)	(6.23)
Assistant Chief Executive	15,245	(129)	(251)	14,865	(71)	94	-	365	(1,556)	13,697	(1,168)	(7.86)
Finance & Resources and Legal & Democratic	29,391	48	(622)	28,817	(123)	143	907	570	(2,799)	27,515	(1,302)	(4.52)
Total Directorate Spending	212,135	140	(956)	211,319	(3,763)	2,688	11,096	2,579	(18,941)	204,978	(6,341)	(3.00)
Concessionary Fares	10,827	-		10,827		216	-	130	(240)	10,933	106	0.98
Financing Costs	8,598	13		8,611			-	(1,906)	-	6,705	(1,906)	(22.13)
Contingency and Risk Provisions	2,561	330	(700)	2,191		51	180	1,655	-	4,077	1,886	86.08
Unringfenced grants income	(16,509)	-		(16,509)			800	292		(15,417)	1,092	(6.61)
Levies to External Bodies	165	-		165		4		1	-	170	5	3.03
Other Corporate Budgets	(752)	17		(735)		(46)	-	83	(166)	(864)	(129)	17.55
NET REVENUE EXPENDITURE	217,025	500	(1,656)	215,869	(3,763)	2,913	12,076	2,834	(19,347)	210,582	(5,287)	(2.45)
Contributions to/ from(-) reserves	(1,137)	(500)	1,656	19	3,763			(4,793)		(1,011)	(1,030)	(5,421.05)
BUDGET REQUIREMENT	215,888	-	-	215,888	-	2,913	12,076	(1,959)	(19,347)	209,571	(6,317)	(2.93)
Funded by												
Revenue Support Grant	46,097			46,097						33,126	(12,971)	(28.14)
Business Rates Local Share	52,380			52,380						53,932	1,552	2.96
Top Up Grant	1,642			1,642						1,656	14	0.83
Business Rates Collection Fund surplus / (deficit)	3,586			3,586						(1,089)	(4,675)	(130.37)
Council Tax Collection Fund surplus	196			196						1,964	1,768	902.04
Council Tax	111,987			111,987						119,982	7,995	7.14
Total	215,888			215,888						209,571	(6,317)	(2.93)

Appendix 2

Changes in the budget projections since the 3 December 2015 budget report to Policy & Resources Committee

	£'000	£'000
Budget gap reported in MTFS		19,675
Increase in employer National Insurance contributions		1,802
Increase in RSG from provisional LG Financial Settlement		-432
Improved final council tax base approved at January P&R		-511
Final retained business rates approved at January P&R		202
Increased recurrent service pressure funding		5,397
Reduction in centrally held risk provisions		-3,000
Increased council tax income from 2% ASC precept		-2,302
Reductions from re-profiling Minimum Revenue Provision (MRP) and changes to financing costs		-1,770
Release part of 2016/17 pressure funding for un-ringfenced grants on a one off basis		350
Release 2016/17 short term re-profiling gain from revised MRP statement		379
Increase resources for the replacement and maintenance of communal bins		40
Adjustment to full year effect of 2015/16 Public Conveniences saving		20
Adjustments to Contingency for changes in levies and for grants and other resources still to be announced		121
Savings 2016/17		
Savings included in 3 December 2015 P&R report	-20,352	
Removal of Learning Disabilities Short Breaks saving	28	
Removal of Public Conveniences saving	50	
Reduced saving in Democratic Services	100	
Reduced Rangers saving	35	
Saving from additional revenue generated through parking fees and charges above the corporate inflation assumption	-200	
Saving on Subsidised Bus Routes	-132	
Removal of Concessionary Bus Fares Discretionary Scheme saving	40	
Increased saving from Concessionary Bus Fares fixed deal	-40	
MRP saving removed as this is now treated as re-profiling	500	
Net Savings Package (including tax base savings)		-19,971
Budget Gap at February Policy & Resources Committee		0

Summary of special and specific grant allocations for 2015/16 and 2016/17

Description	2015/16 £m	2016/17 £m	Notes
Dedicated Schools Grant (DfE)	<i>Estimated</i> 156.240	<i>Estimated</i> 157.270	Exact amount depends on pupil numbers. The amounts shown exclude the recoupment for academies
Pupil Premium (DfE)	<i>Estimated</i> 9.225	<i>Estimated</i> 9.225	Exact amount depends on number of eligible pupils
Post 16 Funding (EFA)	4.325	Not known	Awaiting announcement from Education Funding Agency. This funding is for schools with sixth form provision
Education Services Grant (DfE)	3.198	<i>Estimated</i> 2.907	Exact amount depends on pupil numbers
Troubled Families (DCLG)	<i>Estimated</i> 0.765 <i>based on claims</i>	<i>Based on claims</i>	This is based on attachment fees for the number of families and on payments by result
Primary School Sport Funding (DfE)	0.529	Not known	Announced that this will continue in 2016/17 but exact amount depends on pupil numbers
Youth Justice Grant (Youth Justice Board)	<i>Estimated</i> 0.383	Not known	Not announced yet for 2016/17
Adult Safeguarded Learning (Skills Funding Agency)	0.321	Not known	
Music Education Hub Grant (ACE)	0.315	<i>Estimated</i> 0.315	
SEN Implementation Grant (DfE)	0.129	Not known	Confirmed to continue in 2016/17 but amount not known
Extended Rights To Free Transport (DfE)	0.059	<i>Estimated</i> 0.000	Awaiting confirmation of grant ending
Staying Put Implementation Grant (DfE)	0.176	Not known	Information about funding amounts for 2016/17 available after February 2016
Universal Infant Free School Meals (DfE)	2.088	<i>Estimated</i> 2.088	Estimate based on census figures throughout the school year with confirmation expected in March 2016
Asylum Seekers	<i>Based on claims</i>	<i>Based on claims</i>	
Public Health (Health)	17.407	<i>Estimated</i> 17.152	Announcement due in February
0-5 Public Health Services (Health)	2.111	<i>Estimated</i> 4.001	Increase reflects full year effect of transfer of responsibility from NHS England to local authorities from 1 October 2015
Local Reform And Community Voices Grant (Health)	0.166	<i>Estimated</i> 0.100	Includes allocations for the Independent Complaints Advocacy Service, additional allocations for Deprivation of Liberty Safeguards, and additional allocations for Local Healthwatch
Adult Social Care New Burdens (Health)	1.323	0.000	One-off funding - allocations for early assessments for the cap and for deferred payment agreements – now this burden is included in Revenue Support Grant
Independent Living Fund Grant (CLG)	0.491	<i>Estimated</i> 0.622	Announcement still due for 2016/17
Renaissance In The Regions (ACE)	0.698	0.698	
Renaissance – Museum Development (ACE)	0.552	0.552	
Better Bus Area Fund	0.156	0.000	No further funding expected

Description	2015/16 £m	2016/17 £m	Notes
Cycle Training Grant (DfT)	<i>Estimated 0.048 based on claims</i>	<i>Based on claims</i>	
Local Sustainable Transport Fund (DfT)	0.895	Not known	Awaiting further information from DfT
LSTF2 – Access To South Downs NP (DfT)	0.022	0.000	No further funding expected
Bus Services Operator Grant (DfT)	0.173	<i>Estimated 0.173</i>	Announcement still due for 2016/17
Lead Local Flood Authorities (DCLG)	0.072	Not known	£0.072m included in Revenue Support Grant from 2016/17 although a separate specific grant is due to be announced.
Patcham Flood Alleviation Scheme Study (EA)	0.050	0.000	Funding now ceased
Local Authority Counter Fraud Fund-Blue Badge Misuse (CLG)	0.137	0.000	Joint programme with East Sussex County Council and Sussex Police – now ceased
Housing Benefit Subsidy (DWP)	<i>Estimated 161.391 based on claims</i>	<i>Estimated 154.300 based on claims</i>	This will be subject to caseload changes and transfers to Universal Credit
Housing Benefit Administration Grant (DWP)	1.565	1.397	
Discretionary Housing Payments (DWP)	0.611	Not known	Assists people with housing costs where they have difficulty paying rent after receipt of housing benefit
Local Council Tax Support Administration Subsidy (CLG)	0.350	<i>Estimated 0.315</i>	Announcement expected in February
Council Tax Support New Burdens Funding	0.071	0.000	Ceased with an element transferred into Local Council Tax Admins Subsidy above from 2016/17
Schools PFI	2.390	2.390	Same amount p.a.
Libraries PFI	1.505	1.505	Same amount p.a.
Waste PFI	1.498	1.498	Same amount p.a.
Children's Workforce Development	<i>Based on claims</i>	<i>Based on claims</i>	
Individual Electoral Registration (Cabinet Office)	0.155	0.000	Funding now ceased
Ministry of Justice Grant	0.250	<i>Based on claims</i>	General election in May 2015 and Police & Crime Commissioner Elections in May 2016 as well as possible EU referendum in 2016 – reimbursed by Home Office after the election
Consolidated Payment Grant (Home Office/Identity & Passport Service)	0.004	0.004	
Community Covenant Grant (MOD)	0.024	0.000	No further funding expected
Neighbourhood Renewal Fund Grant (DCLG)	0.020	0.000	Based on number of designated Neighbourhood Areas - no funding expected in 2016/17
<i>New Homes Bonus - Yr 1 (CLG)</i>	<i>0.596</i>	<i>0.596</i>	<i>Started in 2011/12</i>
<i>New Homes Bonus –Yr 2 (CLG)</i>	<i>0.425</i>	<i>0.425</i>	<i>Started in 2012/13</i>
<i>New Homes Bonus –Yr 3 (CLG)</i>	<i>0.970</i>	<i>0.970</i>	<i>Started in 2013/14</i>
<i>New Homes Bonus –Yr 4 (CLG)</i>	<i>0.680</i>	<i>0.680</i>	<i>Started in 2014/15</i>
<i>New Homes Bonus –Yr 5 (CLG)</i>	<i>1.166</i>	<i>1.166</i>	<i>Started in 2015/16</i>
<i>New Homes Bonus- Yr 6 (CLG)</i>	<i>0.000</i>	<i>1.177</i>	<i>Started in 2016/17</i>
New Homes Bonus Sub Total	3.837	5.014	

Description	2015/16 £m	2016/17 £m	Notes
New Homes Bonus Adjustment Grant (CLG)	0.172	0.129	
<i>S31 Business Rate Multiplier Cap (CLG)</i>	<i>0.788</i>	<i>Estimated 0.780</i>	<i>Grant to compensate for the RPI increase in 2014/15 & 2015/16 being capped at 2% in each year</i>
<i>Small Business Rate Relief Extension (S31 Grant) (CLG)</i>	<i>1.568</i>	<i>Estimated 1.663</i>	<i>The doubling of Small Business Rate Relief being extended for a further 12 months until 31 March 2017</i>
<i>Small Business Rate Relief on First Property (S31 Grant) (CLG)</i>	<i>0.005</i>	<i>Estimated 0.016</i>	<i>If ratepayers receiving Small Business Rate Relief take on an additional property that would disqualify them from receiving relief they will continue to receive current relief for 12 months</i>
<i>Newly Built Empty Property Relief (S31 Grant) (CLG)</i>	<i>0.040</i>	<i>Estimated 0.004</i>	<i>Discontinued from 1 April 2016 – the estimated sum relates to awards starting before this date running into 2016/17.</i>
<i>Long Term Empty Property Relief (S31 Grant) (CLG)</i>	<i>0.027</i>	<i>Estimated 0.064</i>	<i>Discontinued from 1 April 2016 – the estimated sum relates to awards starting before this date running into 2016/17.</i>
<i>Retail Relief (S31 Grant) (CLG)</i>	<i>1.760</i>	<i>0.000</i>	<i>Discontinued from 1 April 2016</i>
S31 Business Rate Grants Sub-total	4.188	Estimated 2.527	The grant will be based on actual relief due at 31 st March in each year

Review of Reserves

Adequacy of Reserves – working balance

The working balance is recommended to be maintained at £9m over the next 4 years of the Medium Term Financial Strategy. Determining the appropriate levels of working balance requires a professional judgement based on local circumstances including the overall budget size, risks, robustness of budget estimates, major initiatives being undertaken including large savings programmes, budget assumptions, levels of other earmarked reserves and provisions, and the council's track record in budget management. The consequences of not keeping a minimum prudent level of balances can be serious and in the event of a major problem or a series of events, the council would run a serious risk of a deficit or of being forced to cut spending during the year in a damaging and arbitrary way.

The current level of balances has been based on the robustness of estimates information and the Corporate Risk Register. In addition, the other strategic, operational and financial risks taken into account when considering the minimum level of the working balance include:

- (i) The complexity and degree of uncertainty associated with planned economy and efficiency measures and/or service changes and the likelihood of achieving them in full;
- (ii) The level of balances required to complement resources potentially available under the Bellwin Scheme for Emergency Financial Assistance to Local Authorities in the event of a major emergency;
- (iii) Risks of rising demand, increasing costs and/or falling income due to economic conditions or potential legislative changes;
- (iv) The risk of major legal challenges, both current and in the future;
- (v) Risks in the financial inter-relationship between NHS partners and the council.
- (vi) The need to retain a general contingency to provide against unforeseen circumstances that may arise. For example, delays in council tax billing which could arise from a major systems or power failure;
- (vii) The need to retain reserves for general day-to-day cash flow needs.

In addition, the cash flow risk for unitary authorities is significant given the full range of services provided. Taking all of these factors into account, a £9.0m working balance is considered appropriate, representing about 4 weeks of council tax revenue.

Schools' Balances

Schools' balances, while consolidated into the council's overall accounts, are a matter for Governing Bodies. Nevertheless, under the council's Scheme for Financing Schools the council has a duty to scrutinise whether any school holds surplus balances. The council's Scheme for Financing Schools is in line with the requirements of the Secretary of State for Education and the arrangements in place are considered adequate.

Estimated Earmarked General Fund Revenue Reserves

Processes are in place to regularly review the council's earmarked revenue reserves. Details of the review of reserves are included in the table below.

	Estimated Balance as at 01/04/16 £'000	Planned Use 2016/17 £'000	Estimated Balance as at 01/04/17 £'000	Review Arrangements	Conclusion
GENERAL FUND RESERVES					
Developer Contributions Unapplied	216	0	216	Reviewed throughout the year to reflect agreed liabilities and new agreements.	Retain for specified purpose.
Capital Receipts	5,073	-1,430	3,643	Ongoing review as part of TBM process.	Fully committed to fund the Capital Investment programme including HRA Capital Programme, Workstyles and support for the 4-Year Service and Financial Plans.
Capital Reserves	59	141	200	Following closure of accounts.	Retain for specified purpose. The fund is fully committed to fund the capital programme.
Library PFI Project Reserve	427	0	427	Following closure of accounts.	Use for funding the project over the lifetime of the PFI scheme.
Waste PFI Project Reserve	3,345	550	3,895	Following closure of accounts.	Use for funding the project over the life time of the PFI. This reserve has provided a 5 year loan to the East Sussex Credit Union agreed at Policy & Resources in January 2016.
Section 106 Receipts	374	0	374	Reviewed throughout the year to reflect agreed liabilities and new agreements.	Retain for specified purpose.
Section 106 Interest	298	0	298	Reviewed throughout the year to reflect agreed liabilities and new agreements.	Retain for specified purpose.
Brighton Centre Redevelopment Reserve	3,366	-33	3,333	Following closure of accounts.	Future contributions to this reserve are planned to coincide with the sale of

	Estimated Balance as at 01/04/16 £'000	Planned Use 2016/17 £'000	Estimated Balance as at 01/04/17 £'000	Review Arrangements	Conclusion
					Patcham Court Farm. Planned expenditure relates to supporting progress of the project. Interest is accrued on balances held.
Customer Access & Accommodation Strategies	258	-60	198	Following closure of accounts.	Balance being held as contingency for the Link programme as included in the business case.
Disclosure & Barring Service checks	75	-25	50	Following closure of accounts.	Balance of £0.050m not required and can be released.
Modernisation Fund Reserve	1,424	-1,424	0	Following closure of accounts.	This reserve is supplemented by an allocation of £0.550m held in Contingency in the 2016/17 budget.
City Regeneration Fund	77	-77	0	Following closure of accounts.	Balance expected to be utilised in 2016/17.
Welfare Reform Reserve	872	-430	442	Following closure of accounts.	Retain to support the council's response to Welfare Reform and reduction in funding for Discretionary Housing Payments and Local Discretionary Social Fund.
Business Rates S31 Adjustment Reserve	236	-236	0	As part of closure of accounts.	Retain for specified purpose.
Restructure & Redundancy Reserve	500	900	1,400	As part of closure of accounts.	Retain for specified purpose. The Reserve reflects the contribution of £2.5m and an estimate of use in 2016/17. However, this will be reviewed in conjunction with the Voluntary Severance provision at the year-end when there is more clarity around the number of potential redundancies and early retirements as a result of the 2016/17 budget package.
Insurance Reserve - General	5,565	0	5,565	The Insurance Fund is subject to a bi-annual health check by the actuaries. The	The last Insurance Fund health check was completed in 2015 and the level of fund held was adjusted accordingly.

	Estimated Balance as at 01/04/16 £'000	Planned Use 2016/17 £'000	Estimated Balance as at 01/04/17 £'000	Review Arrangements	Conclusion
				next health check is due to in March 2017.	
Working Balance – General Fund	9,000	0	9,000	Reviewed against the register of financial risks, taking into account the requirements of the Local Government Act 2003.	A minimum working balance of £9.000m is recommended by the Chief Finance Officer in accordance with the requirements of Section 25 of the Local Government Act 2003. All resources over the £9m have been reflected in the 2016/17 budget.
i360 Earmarked Reserve	730	-730	0	Following closure of accounts.	Current balance is ring fenced for reinvestment landscaping around the i360 site. Future balances earmarked for wider development of the seafront and its infrastructure
City Deal New England House Dev Reserve	4,900	-4,900	0	Following closure of accounts.	Expected to be utilised in 2016/17 depending on outcome of project negotiations.
Museum Objects Acquisition Reserve	63	0	63	Following closure of accounts.	Retain for specified purpose, which includes the agreed wider use to support the transfer of museum objects and records to the Keep.
Royal Pavilion Fund	66	0	66	Following closure of accounts.	Retain for specified purpose - conservation works at the royal Pavilion.
Jack Thompson - Hove Museum	227	0	227	Following closure of accounts.	Retain for specified purpose - acquisitions/ refurbishment at Hove Museum.
James Green Foundation	107	0	107	Following closure of accounts.	Retain for specified purpose - to fund the Burmese collection.
Brighton & Hove Natural History Society Reserve	8	0	8	Following closure of accounts.	Retain for specified purpose - maintaining the assets of Brighton & Hove Natural History Society which are held at the Booth Museum.
Sports Facilities Reserve	218	-218	0	Following closure of accounts.	Anticipated to be fully utilised in 2016/17.
Financial Inclusion &	102	-102	0	Following	Retain for specified

	Estimated Balance as at 01/04/16 £'000	Planned Use 2016/17 £'000	Estimated Balance as at 01/04/17 £'000	Review Arrangements	Conclusion
Community Banking				closure of accounts.	purpose to fund contractually committed expenditure as part of community banking commission. Expected to be fully utilised in 2016/17.
Sustainable Temporary Accommodation Reserve	296	-90	206	Reviewed during the year as part of budget monitoring process.	Held for dilapidation costs for leased temporary accommodation. Level to be kept under review.
HMO Licensing Fees Reserve	189	110	299	Following closure of accounts.	Retain to support annual inspections of HMO licenses
HMO Additional Licensing Fees	196	-120	76	Following closure of accounts.	Retain to support annual inspections of HMO licenses
Damage Deposit Guarantee Scheme Reserve	331	0	331	Reviewed during the year as part of budget monitoring process	Retained for specific purpose but required level will continue to be reviewed
Seaside Homes Reserve	36	0	36	Reserve is likely to maintain at this level	Retained for specific purpose but required level will continue to be reviewed
Winter Maintenance	451	0	451	Following closure of accounts.	Held to fund exceptional costs of extreme weather.
Surface Water Management Plan (SWAMP) Reserve	663	-325	338	Following closure of accounts.	Retain to support planned SWAMP works. Major draw down on this reserve expected to commence in 2016/17.
Preston Park Parking Surplus Reserve	110	44	154	Following closure of accounts.	Retain to support expenditure on Preston Park.
East Brighton Park Parking Surplus	11	7	18	Following closure of accounts.	Retain to support expenditure on East Brighton Park.
Concessionary Bus Passes	60	10	70	Following closure of accounts.	Retain for specified purpose - to smooth out annual purchase of concessionary passes.
ICT Investment Reserve	157	-52	105	Following closure of accounts.	Retain balance to support the Customer First in the Digital Age (CFDA) Strategy until 2018/19.
Dome Planned Maintenance Earmarked	237	0	237	Following closure of	Retain - subject to lease agreement with Brighton

	Estimated Balance as at 01/04/16 £'000	Planned Use 2016/17 £'000	Estimated Balance as at 01/04/17 £'000	Review Arrangements	Conclusion
Reserve				accounts.	Dome & Festival Society.
New England House (NEH) Refurbishment Reserve	150	0	150	Following closure of accounts.	Balance of £0.150m held to provide match funding for NEH redevelopment.
Social Fund Reserve	271	-136	135	Following closure of accounts.	Retain balance to support expenditure on Social Fund.
Investment Properties (Dilapidations) Reserve	57	-57	0	Following closure of accounts.	Remaining balance expected to be utilised in 2016/17.
Insurance Reserve - Risk Management	19	-4	15	Following closure of accounts.	Balance of £0.015m not required and can be released.
Licensing – (other) reserve	36	-6	30	Following closure of accounts.	Retain for specified purpose - to fund potential future deficits or repayment to licensees.
Four Year Integrated Service & Financial Plan Reserve	2,750	-2,750	0	Following closure of accounts.	Retain for specified purpose - supporting investment requirements contained in Service & Financial Plans
Total General Fund Reserves	43,606	-11,443	32,163		
GENERAL FUND PROVISIONS					
Modern Records units X and Z	93	0	93	Following closure of accounts.	Balance being held for potential dilapidations.
Workstyles Dilapidations Provision	300	0	300	Following closure of accounts.	Balance of £0.300m no longer required and can be released.
Business Rates Appeals Provision	1,613	-500	1,113	As part of closure of accounts.	Retain for specified purpose to meet back-dated costs of successful business rates appeals.
Carbon Reduction Commitment (CRC) Provision	233	-81	152	Following closure of accounts.	Balance held to meet anticipated liability.
Seaside Rent Guarantee Provision	132	0	132	Following closure of accounts.	Maintain for specified purpose. The balance is likely to increase in the early years and will be drawn down in accordance with the agreement.
Cemetery Provisions	68	0	68	Following closure of accounts.	Retain for maintenance and replacement as required.
Land Charges Personal Searches Provision	87	-87	0	Following closure of accounts.	Expected to be utilised in 2016/17.

	Estimated Balance as at 01/04/16 £'000	Planned Use 2016/17 £'000	Estimated Balance as at 01/04/17 £'000	Review Arrangements	Conclusion
Total General Fund Provisions	2,526	-668	1,858		
HOUSING REVENUE ACCOUNT RESERVES					
Capital Receipts	8	-8	0	Following closure of accounts.	Expected to be utilised in 2016/17
Estates Development Budget (EDB) Reserve	649	-149	500	Following closure of accounts.	Retain for estates development. Annual amount is approved to fund EDB. The programme is a rolling programme with new schemes approved annually.
HRA Automatic Meter Readers Reserve	45	0	45	Following closure of accounts.	Maintain to fund installation of automatic meter readers.
Restructure & Redundancy Reserve	388	0	388	Following closure of accounts.	Retained to fund possible future redundancies.
Working Balance - HRA	5,002	-271	4,731	Following closure of accounts.	A minimum working balance of £3m is recommended by the Chief Finance Officer in accordance with the requirements of Section 25 of the Local Government Act 2003. Any residual balance can be used to support the HRA long term business plan.
Total Housing Revenue Account Reserves	6,092	-428	5,664		
SCHOOLS / DSG RESERVES					
Schools PFI Project Reserve	1,482	-75	1,407	Following closure of accounts.	Use for funding the project over the lifetime of the PFI scheme.
Revenue Grants Reserve - DSG	40	-40	0	Following closure of accounts.	Unspent balance on DSG must be carried forward to support future schools budget expenditure.
Schools – Local management of Schools (LMS) Balances	4,500	-750	3,750	Following closure of accounts.	Balances are held by school governing bodies.
Portslade Community College Adult Balance	41	0	41	Following closure of accounts.	Balance used at the discretion of the facility.
Total Schools / DSG Reserves	6,063	-865	5,198		
TOTAL ALL FUNDS	58,287	-12,904	45,383		

Summary of amounts released from Reserves to support one-off resources

Description	Amount Released £'000
CRB Checks Reserve	50
Risk Management Reserve	15
Workstyles Dilapidation Provision	300
Total Released	365

ASSESSMENT OF MEDIUM TERM RISKS

The Medium Term Financial Strategy (MTFS) of a large corporation with many demand-led services and complex and uncertain funding streams will always contain a significant degree of risk. While there is some added certainty in 2016/17 following the Comprehensive Spending Review there remain significant areas of uncertainty over the medium term including business rate revaluation in 2017, the government's intentions regarding New Homes Bonus, and the potential move to full business rate retention. In general, factors that can have a material effect on the financial position of an authority include:

- The lack of certainty in future resource levels and future grant distribution models;
- Changes in function & funding;
- Changes in how some services are funded;
- Changes in the economy including the impact on business rates income;
- Changes in employer costs e.g. pension or national insurance changes;
- The level of future successful appeals against the business rating list;
- Impact of levels of house building on both council tax and new homes bonus;
- Achievement of performance targets for performance related funding;
- Climate change and weather impacts;
- Ability to manage identified service pressures;
- Decisions on council tax and council tax reduction;
- Democratic support for change including partnership working and integration.

Risks to the MTFS arise from both external and internal factors. External risks include, for example, Government policy decisions that can have an adverse impact on the council. External risks are generally the most difficult to manage and plan for.

Internal risks can also arise for a number of reasons, such as cost overruns, changing priorities or poor systems of demand management. They may also be influenced by external factors. It is vital to have adequate mechanisms to manage internal risks if financial stability is to be achieved. There are a number of ways in which the effects of risks can be managed and these are set out in the following risk table. Furthermore, the city council's MTFS aims to minimise the impact of some of the major financial risks and the impact on the delivery of the city's Corporate Plan commitments.

However, the forecasts within the MTFS are based on assumptions that reflect the most likely position based on current knowledge and therefore there are also opportunities if any of the forecasts overstate actual expenditure or under-estimate actual income.

Risk	Likelihood of occurrence (L)	Impact (I)	Risk (L) X (I)	Possible Impact on Financial Strategy	Mitigation / Management
Potential Risks affecting 2016/17 onwards					
Council tax base is lower than anticipated e.g. lower number of new properties / more student exempt properties / more discounts awarded / higher caseload for CTR discounts, resulting in a deficit on the collection fund	3	3 0.1% reduction in council tax = £0.1m	9	Would require reductions in budgets (increased savings) for the following year	Close monitoring of the collection fund and checking validity of exemptions and discounts particularly new property developments, student numbers, CTR discounts and empty discounts. Working with further education establishments to encourage development of more dedicated student accommodation. Trends in recent years have been positive and there is no indication for this to change in 2016/17
Collection of council tax for CTR claimants falls due to the continuing squeeze on household budgets and further changes to CTR scheme agreed in December, resulting in a deficit on the collection fund	3	2 0.1% reduction in council tax collection = £0.1m	6	Would require reductions in the budget (increased savings) for the following year	Close monitoring of the collection fund, including council tax payers under the CTR scheme. Additional debt collection resources were provided at the start of the CTR scheme and collection rates have been adjusted for further CTR scheme changes to reflect harder to collect debt. Appropriate communication, advice and collection strategies have been agreed to minimise impact
Services fail to operate within set budgets due to increased service demand or weak systems of demand management	3	4 1% gross expenditure on demand led budgets = £1.6m	12	Departmental service pressures that can only be met through additional resources, such as the risk provisions, or savings being made elsewhere in the budget. Possible need for emergency spending and recruitment controls with potential impacts on service delivery and quality. Reduction in reserves / working balance. Qualification of accounts by not securing economy, efficiency and effectiveness in the use of resources.	Monitor corporate critical budgets and overall budget through TBM. Identify action plans to mitigate cost pressures. Consider use in future years of the adult social care precept to mitigate increased demand. Demand management activity prioritised through the Better Care Fund in Adult Social Care, Dynamic Purchasing System in Homelessness and through the new model of social work practice (PODS and Adolescent Services) in Children's Social Care.

Risk	Likelihood of occurrence (L)	Impact (I)	Risk (L) X (I)	Possible Impact on Financial Strategy	Mitigation / Management
<p>Services fail to operate within set budgets due to:</p> <ul style="list-style-type: none"> • Unachievable income • Price variations • Exceptional legal costs 	3	4 1% of fees and charges income = £1.1m	12	<p>Departmental cost or income pressures that can only be met through additional resources, such as the risk provisions, or savings being made elsewhere in the budget. Possible need for emergency spending and recruitment controls with potential impacts on service delivery and quality. Reduction in reserves / working balance. Qualification of accounts by not securing economy, efficiency and effectiveness in the use of resources</p>	<p>Monitor income budgets through TBM and the Modernisation Board governance arrangements for income and debt collection. Identify action plans to mitigate unachievable income, price variation and exceptional legal costs. In-year review of charging policy and revised charges approved where necessary.</p>
<p>Services fail to operate within set budgets due to unachievable savings arising from:</p> <ul style="list-style-type: none"> - Over-estimate of the savings potential; - Industrial relations issues; - Withdrawal of political support; - Higher than estimated costs to implement the savings opportunity. 	3	3 1% of GF savings = £0.2m	9	<p>Departmental service pressures that can only be met through additional resources, such as the risk provisions, or savings being made elsewhere in the budget. Possible need for emergency spending and recruitment controls with potential impacts on service delivery and quality. Reduction in reserves / working balance</p>	<p>Monitor savings through TBM and identify action plans to mitigate the unachievable savings. Potentially refer back to members for decisions on alternative savings.</p>
<p>Waste tonnages higher than projected resulting in additional disposal costs</p>	2	4 1% increase in tonnage per annum = £0.7m p.a. over life of contract	8	<p>Would increase the waste disposal budget and compensating savings would need to be identified elsewhere in the budget</p>	<p>Provision for higher tonnages made in assessment of waste PFI reserve. Monitor and identify specific areas of growth and undertake waste minimisation and further recycling measures.</p>

Risk	Likelihood of occurrence (L)	Impact (I)	Risk (L) X (I)	Possible Impact on Financial Strategy	Mitigation / Management
The uncertainties within the housing market, changes in housing benefit and welfare reform create spending pressures within the budget e.g. homelessness	4	4 10% increase in net homelessness budget = £0.4m	16	Would create additional pressures in the Housing Strategy and potentially other related budgets which would need to find compensating savings	Continue to assess and monitor the potential impact of changes to the housing benefit system / welfare reform and plan and respond to government consultations accordingly. A range of additional discretionary funds set aside to be directed to most appropriate area as needed. There are a number of supporting strategies linked to the corporate plan priorities including the Homelessness, Financial Inclusion and Welfare Reform strategies.
Increased insurance premiums as a result of national or international storm damage claims over the longer term	4	2 30% increase = £0.16m	8	Would require compensating savings to be identified in 2016/17 and future years.	Consider options such as retendering and further self-insurance to minimise potential cost increases. Continued emphasis on risk management to help prevent future claims
Long term borrowing rates higher than anticipated	2	2 0.1% higher = £0.02m for £20m	4	Would increase borrowing costs budget over the long-term. Would hinder business cases involving borrowing and make invest to save schemes less financially attractive	Closely monitor long term borrowing rates and future borrowing requirements to help identify the best time to borrow supported by independent advisors. Trigger rates have been incorporated into decision making for new borrowing to ensure the council benefits from low interest rates in a fluctuating market.
Major civil incident occurs e.g. storm, flooding, riot	2	3 Estimated "Bellwin" threshold = £0.5m	6	Budget overspend/reduction in reserves / working balance. Pressures on other budgets The council would have to meet the costs of uninsured risks in addition to the "Bellwin" threshold.	Ensure adequate levels of reserves to cover threshold expenditure. Ensure appropriate insurance cover is in place and that the Insurance Fund is sufficient to cover uninsured risks
Severe winter weather places additional spending pressures on winter maintenance and other budgets across the council	3	3 Depends on severity of weather event and length of cold snap	9	Need to use reserves in one-off risk provisions	Advance planning to minimise possible disruption

Risk	Likelihood of occurrence (L)	Impact (I)	Risk (L) X (I)	Possible Impact on Financial Strategy	Mitigation / Management
Cost overruns occur on schemes in the agreed capital programme	2	3 1% cost overrun on total programme = £1.4m	6	Reserves or other capital resources redirected to fund overspend. Unable to meet capital investment needs	Effective cost control and expenditure monitoring. Flexibility within programme to re-profile expenditure if necessary. Flexing Capital Financing Strategy
Capital receipts lower than anticipated	3	4 10% reduction in receipts = £1.2m	12	Fewer resources available for transport programme, workstyles, modernisation, CFDA, 4-year service & financial plans, and other strategic funds	Flexible capital programme that allows plans to be reduced or re-profiled. Alternative site disposal plans capable of being accelerated
Income from business rates is lower than expected due to successful rating appeals / higher levels of relief awarded / redevelopment of existing sites gives temporary reduction / collection performance declines	3	3 1% of forecast retained business rates income = £0.5m	9	Would require an increased budget gap to be addressed in the following financial year	Make appropriate provisions in resource forecasts. Respond to CLG consultations on business rates changes. Close monitoring of business rates yield and collection to ensure it reflects the latest known position. Corporate approach to economic development and city regeneration
The council fails to reduce its carbon footprint resulting in higher than anticipated energy costs and need to purchase more allowances than anticipated under the CRC scheme	2	2 Allowances budget = £0.2m	4	Would reduce resources within budgets creating the need to find additional savings	Continue developing council carbon budgets for services and report / monitor alongside financial budget. Programme of investment to reduce carbon footprint across the council
Further risks affecting 2017/18 onwards					
Transfer to 100% retained business rates by the end of parliament results in a net loss of resources from combined impact of: <ul style="list-style-type: none"> Reduced grant funding including the RSG New responsibilities transferred to authorities Increased business rates income Downward changes in business rates tax base have bigger impact than the current 49% exposure 	4	4	16	Transfer involves major transfers of functions and funding of approximately £60m and therefore creates significant uncertainty over resource levels. Would require an increased budget gap to be addressed in the following financial year/s	Engage fully in upcoming and future government consultations to ensure there is early warning of any adverse consequences

Risk	Likelihood of occurrence (L)	Impact (I)	Risk (L) X (I)	Possible Impact on Financial Strategy	Mitigation / Management
Business Rates Revaluation due to be implemented in on 1 April 2017 leads a loss in business rates income from a change in distribution and new successful appeals	5	4 1% of forecast retained business rates income = £0.5m	20	Would require an increased budget gap to be addressed. Protection from safety net at 7.5% below baseline funding	Respond to any government consultation on changes to the distribution mechanism. Liaison with VOA to ensure good access to data. Monitor the impact of appeals throughout the remaining revaluation period
Pay assumptions for 2017/18 onwards are lower than agreed pay awards and other pay related costs	2	3 0.5% change in pay award = £0.7m	6	Impact on budget gap if pay provisions are insufficient to meet increased ongoing costs arising from transformation, pay awards and/or impact of the National Living Wage.	Monitor progress on pay award negotiations and wider national settlements. Monitor progress of pay negotiations on a frequent basis and update financial forecasts regularly.
Cash reductions in remaining unringfenced government grants in 2017/18 and beyond are above levels included in future years' budgets	4	4 5% reduction in unringfenced government grants = £0.7m	16	Would require an increased budget gap to be addressed in the following financial year	Provisions for reductions made in resource forecasts. Develop strategies to identify priorities and mitigate impact of reductions
Reduction in Dedicated Schools Grant following review of existing formula and possible introduction of a national model for distribution between schools	3	4 1% of DSG = £1.6m	12	Additional pressure on schools' budgets	Respond to consultation papers and lobby Government on impact. Early discussions with Schools Forum on potential impact
Reduction in Pupil Premium Grant (PPG) following review of its introduction in 2010/11 and performance of disadvantaged pupils over the period	3	3 10% of PPG = £0.9m	9	Additional pressure on schools' budgets	Respond to consultation papers and lobby Government on impact. Early discussions with Schools Forum on potential impact
Forecast resources from 2017/18 onwards lower than forecast in the MTFS	3	4 1% reduction in Settlement Funding Assessment = £0.8m	12	Would require an increased budget gap to be addressed in the following financial year/s	RSG indicative allocations announced up to 2019/20 providing more certainty subject to the other risks identified. Lobby with LGA over future spending totals. Lobby for greater overall share of funding assessment (SFA)

Risk	Likelihood of occurrence (L)	Impact (I)	Risk (L) X (I)	Possible Impact on Financial Strategy	Mitigation / Management
Government changes to business rates (e.g. cap on multiplier, enhanced or new reliefs) are not fully funded through ongoing section 31 compensation grants	3	4 Estimated value of Section 31 grant = £2.5m	12	Would require an increased budget gap to be addressed in the following financial year/s	Lobby CLG to ensure any new measures impacting on business rates income are fully funded
Energy and fuel prices increase above budgeted provision	3	2 10% increase to the general fund = £0.35m	6	Would reduce resources within budgets creating the need to find compensating savings. However, higher electricity prices would mean that the share of electricity income from the Energy From Waste plant will increase to offset some of the cost increase	Reduce consumption and implement measures to generate energy. Monitor energy/fuel market contracts closely. Risk provisions and service pressures provide some cover for higher inflation
Investment interest rates lower than anticipated	3	3 0.1% lower = £0.07m	9	Would need more reserves to cover any shortfall in the investment interest budget	Keep investment strategy under constant review
Further transfer of schools from local authority to free schools and academies	4	3 10% transfer of pupils Reduced Business Rates income =£0.1m	12	Would require an increased budget gap to be addressed in the following financial year/s	Provide central education services to new free schools and academies to help replace loss of funding. Reduce costs where possible.

Likelihood: 1 – Almost impossible, 2 – Unlikely, 3 – Possible, 4 – Likely, 5 – Almost certain.

Impact: 1 – Insignificant, 2 – Minor, 3 – Moderate, 4 – Major, 5 – Catastrophic or fantastic.

Risk (L x I): 1-3 Low, 4-7 Moderate, 8-14 Significant, 15-25 High.

Other potential risks

- Risks around alternative delivery models (ADMs) and joining up of services through shared services or partnerships which will need to be managed through robust legal and financial agreements and effective governance arrangements.

Opportunities

- Business Rates Retention scheme – Retaining 49% of business rates growth above the baseline funding level and up to 100% by the end of parliament.
- New Homes – Entitlement to New Homes Bonus Grant and increase in council tax resources.
- Improving the local economy – Potential to reduce Council Tax Reduction caseload and increase business rates and council tax resources .

Council Budget Strategy

4-Year Service & Financial Plans 2016/17 to 2019/20

Direction of Travel and Context

Over the next 4 years Brighton & Hove City Council will need to tackle a stern funding and public service challenge as it undertakes further reductions in its General Fund expenditure to meet substantial predicted budget gaps. The budget gaps are driven by reducing government grant support, increasing demand for services and inflationary cost pressures, particularly across social care. Coupled with demographic pressures, local public service expectations and relatively low levels of financial reserves, it is conceivable that the council's financial position could become critical unless there is robust and effective planning, strong democratic and executive leadership and accountability, and disciplined financial management.

The proposals set out in the detailed schedules enumerate General Fund savings proposals totalling over £19 million in 2016/17 and nearly £60m over 4 years. To manage this level of savings requirement will require both one-off investment, strengthened accountability and reporting, and a clear strategy for managing identified risks.

Determining the level of savings and resource allocation to apply to each service area has been a complex process involving fundamental review and challenge of all services as described in the main report. However, the over-arching principles used in determining resource allocations are as follows:

- Providing relative protection of social care budgets, particularly Adult Social Care, recognising the high levels of underlying and predicted demands and cost increases in 2016/17;
- Recognising that those areas providing 'universal services' (i.e. services available to all residents, sometimes age related, without assessment of individual need) have greater flexibility around the provision of these services, including whether or not to continue to provide them directly or at all. In this respect, Children's Services have a greater proportion of universal services (e.g. Children's Centres) than Adult Social Care which is almost wholly personal social care provided through assessment of individual need;
- A recognition that some areas have greater income generating capabilities than others, for example Assistant Chief Executive services which covers museums and event venues. These services can be expected to move further toward becoming self-sustaining.

The resulting change in resource base for each service is summarised as follows:

Service Directorates	2015/16 Net Budget £'000	2016/17 Proposed Net Budget £'000	Increase/Decrease Over 2015/16 %	High Level Rationale for the relative levels of service funding allocations
Adult Services	77,909	78,199	+0.37	Predicted high demand and complexity of need plus new Care Act and Living Wage pressures together with existing underlying pressures and unachievable prior year savings. Medium to high cost services with limited 'universal services'.
Children's Services	54,827	52,791	-3.71	Higher levels of growth provided for in previous years, partially through availability of Dedicated Schools Grant (DSG) resources. High cost social care services with greater universal service flexibilities.
Public Health	4,226	4,012	-5.06	Reduction in ring-fenced service.
Environment, Development & Housing	30,675	28,764	-6.23	Mainly universal services with significant income generating opportunities (e.g. commercial waste and other revenues). Some demand-led budgets (homelessness) but these are of a smaller scale than social care.
Assistant Chief Executive Services	14,865	13,697	-7.86	Mainly non-statutory and/or universal services (e.g. Cultural Services, Museums, Brighton Centre & Libraries) with significant flexibility and considerable income generating opportunities.
Finance & Resources and Law	28,817	27,515	-4.52	Mainly staffing budgets except some ICT budgets and Corporate Landlord property budgets. High levels of savings taken in previous years. Service pressure funding has been limited to ICT investment only.
Total Services	211,319	204,978	-3.00	

Strategic Approach

Previously the council has not planned over the longer term, electing instead to plan on a 12 month horizon including budget savings proposals and changes to fees and charges. This approach has drawn significantly on the use of one-off resources and reserves to ensure that the council budget balanced and that lead-in times (part-year effect savings) could be accommodated. This approach is no longer viable and the council does not have sufficient reserves to manage its finances in this way and must plan for delivery of savings well in advance of each financial year. Moreover, this approach has inhibited the ability or propensity of services to re-design on a long-term sustainable footing that fully takes into account the prospect of a significant reduction in the council's resources through reducing government grant funding, rising demographic pressures and changing customer and client service expectations.

The council's budget strategy is also strongly influenced by government funding and announcements. The Greater Brighton devolution prospectus therefore affords an opportunity to influence the government's funding and fiscal policy with respect to the city's public finances and provide the city with important financial freedoms and flexibilities that could help the city's long term financial sustainability.

The 4 year Service & Financial Planning exercise has been anchored in service directorates to ensure that the savings proposals and ideas are specific, deliverable, consistent with service strategies and business plans, and also reflect management accountabilities. However, common themes and threads that are cross-cutting for both the council and also public service providers across the city have also been identified and considered in the development of proposals. Cross-cutting themes identified to date include:

- Demand management
- Devolution & city governance
- Neighbourhood management and engagement
- Management Spans & Accountability reviews
- 'Commercial' and self-financing approaches
- Customer First in a Digital Age
- Integrated Health and Social Care services and funding (Better Care)
- Modernisation and 'enabling' programmes
- Homelessness, public health & mental health intervention
- Consolidation of prevention work
- Re-framing Public Health budget priorities
- The review of Support Functions delivery

The Fairness Commission

As the budget strategy takes shapes it will be important to update the Fairness Commission and take soundings from it on its findings and potential implications to further inform longer term budget planning and investment.

This Appendix provides a narrative summary of the 4 Year Budget Strategy for each Directorate followed by the detailed Service & financial Plans.

These 4-Year Service & Financial Plans provide the following information for each service heading:

- Service Area name (and description);
- Gross Budget i.e. the total expenditure for the service including staffing, transport and premises related costs, supplies and services, contract or provider costs, grants and other transfer payments;
- Net Budget i.e. the Gross Budget less any income from fees and charges, specific government grants, rents, or external/partner funding (e.g. health service funding);
- Budget FTE i.e. the Full Time Equivalent (FTE) staffing budget for delivering the service;
- Stop (Funding) % – indicates the percentage of the proposed service strategy and saving (if any) that relates to withdrawing the funding or part thereof from a service;
- Retain & Redesign % - indicates the percentage of the proposed service strategy and saving (if any) that will be achieved through redesign of the current service;
- 'Commercial' Approach % - indicates the percentage of the proposed service strategy and saving (if any) that will be achieved through measures to either generate more income, renegotiate supplier or provider contracts, or develop an Alternative Delivery Model such as a shared service, new Trust, or through outsourcing;
- Rationale for Strategy – provides a description of the service's main objectives and the approach taken to improving value for money or reducing cost over the 4-year period;
- Service & Financial Proposal – a brief description of the measures that will be undertaken to achieve savings over the 4 years;
- Parameters to succeed / Success Factors – a brief description of conditions or factors that need to be satisfied in order for delivery of the proposal to be successful;
- Delivery Risk – identification of potential risks to delivery and/or the level of saving achievable;
- Saving 2016/17 – proposed amount to be saved in 2016/17;
- Savings 2017/18 to 2019/20 – proposed amount to be saved over the remaining 3 years from 2017/18 to 2019/20;
- Impact on Outcomes – a summary of the potential impact of the service strategy and any associated savings proposals on outcomes for customers, service users, clients, partners and other stakeholders as appropriate.

Summary of 2016/17 Savings Proposals

The 2016/17 savings proposals contained within the 4 Year Service & Financial Plans are summarised by Directorate and theme in the table below:

	Adult Services	Children's Services	Environment, Development & Housing	Assistant Chief Executive	Public Health	Finance, Resources & Law	Corporate Budgets	General Fund Total	Housing Revenue Account	Grand Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
A. Stop Funding	184	1,167	881	8	890	888	166	4,184	361	4,545
B. i. Service Redesign	3,318	658	1,165	695	244	1,344	0	7,423	464	7,887
B. ii. Service Redesign with CFDA	304	150	0	347	0	92	0	893	0	893
B. iii. Service Redesign with community co-delivery	610	0	0	0	0	0	0	610	0	610
B. iv. Public Sector Partnerships	0	0	0	90	0	0	0	90	0	90
C. Demand Management	1,224	2,798	200	0	150	0	0	4,372	463	4,835
D. Workstyles	0	0	0	0	0	330	0	330	0	330
E. i. Commercial Strategy - outsourcing/ private sector partnership/ third sector partnership	444	50	0	82	0	234	0	810	0	810
E. ii. Commercial Strategy - shared services	0	0	0	0	0	0	0	0	0	0
E. iii. Commercial Strategy - trusts	0	0	0	0	0	0	0	0	0	0
E. iv. Commercial Strategy - income/debt/fraud management	0	160	697	334	10	323	0	1,524	105	1,629
E. v. Commercial Strategy - third party spend	125	86	0	0	168	212	240	831	0	831
Total Savings	6,209	5,068	2,943	1,556	1,462	3,423	406	21,067	1,393	22,460

Exclude Public Health savings

-1,096

Exclude Tax Base savings

-624

Total savings included in Services

19,347

Element of category B service redesign relating to Management Spans & Accountability (MSA)	358	285	483	539	0	289	0	1,954	94	2,048
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Adults Services: 4-Year Budget Strategy

Direction of Travel and Context

Adult social care continues to deliver services through personalised care and support plans, prevention and supporting carers.

There are local and national developments that will have a significant impact on social care in the coming years, these include:

- The Care Act provides the statutory framework through which the council must operate in meeting the care and support needs of adults and carers in the city. The Care Act is centred on the personalisation of social care, giving people as much choice and control as possible and establishes clear duties regarding wellbeing, prevention, co-operation between agencies, information and advice, safeguarding, carers rights, assessment and the provision of a diverse high quality social care market place. The legislation provides a positive statutory framework which supports our local aspirations but also sets out the statutory boundaries within which we must operate.
- The changes in case law relating to the Deprivation of Liberty Safeguards have resulted in a significant increase in requests for authorisation from the council, which requires skilled assessments to be undertaken and authorised within short timescales. (The number of assessments required has shifted from around 30 a year to between 20 and 30 a week).
- Demographic changes in the population of Brighton and Hove with:
 - an increasing number of people aged 65+, with notable increases in the number of people aged 70+ and specifically those aged 90+;
 - predicted increases in the number of people unable to manage at least 1 self care activity on their own; in the number of people suffering from dementia; and in the number of older people living alone;
 - a growing number of young adults with a higher complexity of need including mental health, substance misuse and homelessness;
 - predicted increases in the number of people living with a serious or moderate disability.
- The financial context over the next 4 years is extremely challenging. Adult social care has already delivered £16 million savings over the previous 5 years. Further savings of £7.14 million were agreed for 2015/16 as part of the council's approved budget. Over the next 4 years it is currently anticipated that delivery of further savings of £20.5 million will be delivered as outlined in the detailed plans.
- The opportunities available through the Better Care Programme to promote the health and well being of local people supported by a more integrated delivery of health and social care services to meet local needs.

The key challenges for adult social care are meeting extended statutory duties, supporting better outcomes for local people and delivering financial balance. This can only be achieved by having in place a robust and comprehensive preventative approach to care and support that helps people at the earliest possible stage to deal with the aspects of their lives that may lead to long term care and support needs developing. Through this approach the vision is that people experience better outcomes and that the need for long term care and support is delayed or reduced to enable financial balance. Over 90% of the current spending in adult social care is spent on meeting the long term care and support needs of individual people, so it is essential that the budget strategy includes a clear focus on reducing the level of demand for long term care and support. Alongside this we must ensure that the care and support plans agreed with

people using services deliver the outcomes people aspire to and represent value for money. We recognise that such an approach can only be achieved through close partnership working with colleagues across the council, the NHS, local communities, the voluntary sector and the care sector in general. The vision for meeting these challenges is constructed around 4 key elements which are:

- a. **Signposting**; The provision of accessible information and advice to enable people to look after themselves and each other, and get the right help at the right time as their needs change. Good quality information and advice will be available to all to help people plan for the future, reduce the need for care services and where possible maintain independence. This will link people into the broad range of local community based and preventive services that exist across the city, and support them to access these services.
- b. **Stronger communities**; Help build support networks where people live by working in partnership with local communities and health and wellbeing services. This is rooted in the recognition that we are all inter-dependent and we need to build supportive relationships and resilient communities. We will expect to share responsibility with individuals, families and communities to maintain their health and independence.
- c. **Putting people on the right track**; When people do develop care needs that require more skilled or specialist support, rehabilitative / re-abling services will be available that help people stay independent for longer, and support them to recover back to good health after illness. These services will be joined up with and delivered with partners.
- d. **Citizens will be in control of their own care**; When people do need some extra care and support, services will be personalised and more joined-up around individual needs. Personal budgets and direct payments are central to this approach.

These 'stopping points' on this journey are of course already in place to some degree and there is a need to build on what is in place, accelerate the pace of change and ensure that the approach has a positive impact on people otherwise at risk of requiring long term care and support.

Key Proposals and Strategy

Over the 4 years the aim is to save £20.5 million profiled as £6.2 million in 2016/17, a further £5.8 million in 2017/18, £5.8 million in 2018/19, and £2.6 million in 2019/20. This will be achieved as follows:

- Services will be commissioned on a more co-ordinated and integrated basis across the council and with other statutory partners, building on the solid foundation currently in place.
- Reduce and delay the demand for long term care in the community by commissioning services that support independence and personal control.
- Further develop understanding of a fair price for care services in partnership with the care sector.
- Look to commission services in the city that keep people close to their family and communities when they require care and support.
- The council's in-house assessment services will be increasingly focused on intervention and support for people with the most complex needs and those where the level of risk to the individual or others is assessed as high. For people not in these categories alternatives models for assessment will be developed, linking into the opportunities the Better Care Programme offers and community based models of service, drawing on best practice across the country.

- By deploying mobile technology, for example tablet computers, staff will be able to complete their assessments directly with people in the community, delivering a more personalised and efficient service.
- All people who are eligible for services will be offered a personal budget and the numbers of people choosing to purchase their own services through Direct Payments will increase significantly.
- Ceasing to provide services in-house where good quality services can be provided more cost effectively by others, subject to the appropriate consultation and approval.
- Reviewing with people using in house services and their families whether their support plans could be provided in a more personalised and cost effective manner. As a consequence, some existing in-house provision could be re-provided.
- Dis-investing in buildings based care to promote more personalised care based in the community and individual's homes.
- Remaining in-house provision is likely to be specialist and short term in nature and can evidence it is value for money.
- Continuing to give priority to supporting carers in the city and ensure local implementation of the national carers' strategy in 2016 when this is published.

Key Service and Financial Risks

There remains a risk that demand grows, both through increased numbers and/or levels of need that meet the eligibility criteria, and despite use of the resource allocation system (personal budget amounts) and a more personalised approach, the demand exceeds the social care budget and has consequences for the council's overall resourcing and medium term budget plan.

Successfully managing demand and costs over the 4 year period will therefore be heavily reliant on the effectiveness of preventative services and use of community resources, personalised services and being able to access a range of good quality care and support services that represent good value for money. Successful integrated working with health and the initiatives being developed as part of the Better Care programme are also critical in prevention and reducing demand. The potential positive impact of these initiatives should help manage the care costs in the longer term.

The following actions are in place to manage demand:

- Signposting to preventative services and to community local support and activities to encourage only those people with eligible needs to access services.
- Through a joint approach admissions will occur later in the care pathway
- Scrutiny of all assessments to ensure that a personalised approach is adopted and that the risks are manageable
- Developing the market to ensure cost effective placements and suitable accommodation are available
- Ensuring that all available funding streams are considered.
- Information & advice is continually being developed on the Councils website
- Working to enable carer assessment and self or supported assessment
- Use of personal budget

Key decisions also need to be supported and implemented on provider and assessment services in order to reduce costs in these services over the period.

Adult Services

Service Information				Savings	
Unit	Gross budget 2015/16	Net budget 2015/16	Budgeted FTE 2015/16	Savings 2016/17	Savings 2017/18 to 2019/20
	£'000	£'000	£'000	£'000	£'000
Adults Assessment	87,753	64,527	359.60	4,631	12,559
Adults Provider	18,012	11,707	590.45	1,369	1,530
Commissioning & Contracts	5,383	-135	30.46	209	162
Directorate Totals	111,148	76,099	980.51	6,209	14,251

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
Adults Assessment													
Community Care													
<u>Learning Disabilities</u> Gross Expenditure: Community Based Services £5.820m; Care Homes £9.459m and Supported Accommodation £6.914m Net Expenditure: Community Based Services £4.994m; Care Homes £8.395m and Supported Accommodation £6.661m	22,193	20,050	0.00	30%	70%	0%	High cost services compared with benchmarked authorities which impacts on value for money. Cultural change is required to deliver a more personalised approach, building on community resources.	Lower cost (i.e. reduced funding requirement) for new placements and through targeted reviews of current placements, making use of community assets to reduce reliance on high cost services and refining the Resource Allocation System (RAS) to align costs of care with other client groups.	Relies on effective prevention and joined-up support provided by Public Health, Housing, Communities, Children's Services and Health partners through the Better Care programme.	Primary risk is that if a joint approach is not delivered; eligible need could grow which would impact on achievement of full saving. Acceptability of reducing local service levels to those comparable elsewhere also presents risks.	2,004	4,011	Improved outcomes should be attainable through a more personalised approach. All assessed need that meets eligibility criteria will continue to be met. See EIA 1.

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	Commercial Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
<u>Memory & Cognition Support</u> Gross Expenditure: Community Based Services £0.952m and Care Homes £9.421m Net Expenditure: Community Based Services £0.655m and Care Homes £3.410m	10,373	4,065	0.00	30%	70%	0%	Improving value for money by learning the lessons of effective models elsewhere that can maintain people at home longer and further reduce reliance on more traditional statutory services.	Lower cost (i.e. reduced funding requirement) for new placements and through targeted reviews of current placements, making use of community assets to reduce reliance on high cost services and refining the Resource Allocation System (RAS) to align costs of care with other client groups.	Both rely on prevention and joined-up support provided by Public Health, Housing, Communities and Health through the Better Care programme. Assumes admissions will occur later in the care pathway through an improved model of personalised services.	Primary risk is that eligible need grows which would impact on achievement of full saving. Managing the demand for and cost of provision is key. Availability and affordability of residential and nursing home care in the City is also a risk.	47	423	Improved outcomes should be attainable through an improved model and a more personalised approach. All assessed need that meets eligibility criteria will continue to be met. See EIA 1.
<u>Mental Health Support</u> Gross Expenditure: Community Based Services £1.438m; Care Homes £3.099m and Supported Accommodation £0.547 Net Expenditure: Community Based Services £0.793m; Care Homes £2.658m and Supported Accommodation	5,084	3,977	0.00	30%	70%	0%	Model of increased personalisation to reduce reliance on public funded services. Improving value for money by learning the lessons of effective models elsewhere that can maintain people at home longer and further reduce	Lower cost (i.e. reduced funding requirement) for new placements and through targeted reviews of current placements, making use of community assets to reduce reliance on high cost services and refining the Resource Allocation System (RAS) to align costs of care with other	Relies on prevention and support provided by Public Health, Housing, Communities and Health.	Managing demand and costs of provision is key to achieving reducing funding requirements. Re-admission to hospital and not meeting complex needs in an appropriate manner could result if the model is not	199	465	Improved outcomes should be attainable through an improved model and a more personalised approach. All assessed need that meets eligibility criteria will continue to be met. See EIA 1.

Service Information				Service & Financial Strategy						Savings Detail			
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
£0.526							reliance on more traditional statutory services. Increased use of supported accommodation will reduce the reliance on residential and nursing care.	client groups. Involves continued review of cost of placements, reductions in waiver use, and reviews of S117 placements to reduce costs and/or increase client contributions.		implemented effectively.			
Physical Support Gross Expenditure: Community Based Services £13.944m; Care Homes £0.361m and Supported Accommodation £14.580m Net Expenditure: Community Based Services £9.612m; Care Homes £0.343m and Supported Accommodation £8.811m	28,885	18,766	0.00	30%	70%	0%	Model of increased personalisation to reduce reliance on public funded services alongside delivery of the Better Care programme and learning from pilots.	Lower cost (i.e. reduced funding requirement) for new placements and through targeted reviews of current placements, making use of community assets to reduce reliance on high cost services and refining the Resource Allocation System (RAS) to align costs of care with other client groups.	Relies on prevention and joined-up support provided by Public Health, Housing, Communities and Health. Assumes admissions will occur later in the care pathway through an improved model of personalised services.	Primary risk is that eligible need grows which would impact on achievement of full saving.	1,414	3,294	Improved outcomes should be attainable through an improved model and a more personalised approach. All assessed need that meets eligibility criteria will continue to be met. See EIA 1.
Sensory Support Gross Expenditure: Community Based Services £0.150m and Care Homes £0.100m Net Expenditure: Community Based Services £0.111m	250	191	0.00	30%	70%	0%	Model of increased personalisation to reduce reliance on public funded services. A small number of people require	Lower cost (i.e. reduced funding requirement) for new placements and through targeted reviews of current placements, making use of community assets	Relies on prevention and joined-up support provided by Public Health, Housing, Communities and Health.	Primary risk is that eligible need grows which would impact on achievement of full saving. Acceptability of reducing local	11	22	Improved outcomes should be attainable through an improved model and a more personalised

Service Information				Service & Financial Strategy						Savings Detail			
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
and Care Homes £0.080m							specialised services and there may be potential implications of the Care Act on demand and responsibilities.	to reduce reliance on high cost services and refining the Resource Allocation System (RAS) to align costs of care with other client groups.		service levels to those comparable elsewhere also presents risks. Market maturity and availability may impact on costs.			approach. All assessed need that meets eligibility criteria will continue to be met. See EIA 1.
Total	66,785	47,049	0.00								3,675	8,215	
Assessment & Support and Intervention Team (SIT)													
Head of Adults Assessment	-374	-374	3.00	10%	40%	50%		None.			676	3,844	None.
Mental Health Homeless Team	99	99	1.66				Service and process redesign should enable efficiencies and cost reduction.	Review with the CCG to assess outcomes achieved versus level of funding which should indicate areas for potential cost reduction. Circa 10% reduction of Adult Social Care budget in 2016/17 may be possible					Negligible if service redesign is effective. See EIA 2 & Staffing EIA S5
Community Short Term Services Social Work Team	374	-15	9.65				To be reviewed with Provider services.	None.					None. See EIA 2 & Staffing EIA S5.
Community Rapid Response Team	270	109	3.61				To be reviewed with Provider services.	None.					None. See EIA 2 & Staffing EIA S5.
Information Signposting Triage, Financial Assessments and Welfare Rights, and Care Matching Team	1,661	1,613	52.30				To be reviewed with Carelink and the opportunities around self service and the	Supported self assessment and signposting of customers by effective use of the on-line portal to					The aim is to increase personalisation and put people in control which should

Service Information				Service & Financial Strategy						Savings Detail			
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
Assessment Management							lower level needs.	integration with health and children's services will be within scope of the redesign.		savings.			staffing EIA S5.
Assessment Treatment Service	848	848	15.66										
Living Well with Dementia Service	1,356	1,280	21.61										
Assessment and Reablement	830	830	12.20										
Independent Living	719	637	18.77										
Carelink	780	-2	27.05										None. See EIA 2 & staffing EIA S5.
Adult Mental Health Practitioners (AMHP) & Crisis Resolution Home Treatment Team (CRHTT)	605	559	12.15										None. See EIA 2 & staffing EIA S5.
Mental Health Management	70	70	1.00										None. See EIA 2 & Staffing EIA S5.
Community Equipment Service	555	555	0.00	0%	0%	100%	Effective demand management will be required to manage within existing resources.	Effective demand management will be required to manage within existing resources.	Effectiveness of new contract with NRS Healthcare which commenced October 2015.	Demands and/or costs may grow beyond resources.	0	0	None. New contract should provide value for money services.
Delayed Transfer of Care (Reimbursements)	80	80	0.00	0%	0%	0%	Retain provision.	None.			0	0	None.
Total	12,496	10,261	303.41								676	3,844	
Hostel Accommodation													
Hostel Accommodation	2,640	1,397	49.43	0%	0%	100%	Non statutory requirement for the council to be the provider. Market test the service to	Retender of homelessness services.	Availability and cost of appropriate alternative provision.	Capacity could be affected if lower cost alternative provision cannot be	280	0	Some impact on capacity if lower cost alternative provision cannot be

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
							achieve better value for money.			secured.			secured. See EIA 3.
Total	2,640	1,397	49.43								280	0	
Housing Related Support													
Housing Related Support & Homelessness Prevention Contracts	5,832	5,820	6.76	0%	0%	100%	Continued re-commissioning and review of contracted services to drive better value for money.	Re-commissioning and review of contracted services. High level of savings already in place for 2015/16 and 2016/17 means further savings are not achievable until 2018/19.	Effective commissioning and contracting requiring strong links to associated preventive services, public health and housing strategy.	Demands may not be managed effectively, impacting on achievability of savings.	0	500	
Total	5,832	5,820	6.76								0	500	
Total Adults Assessment	87,753	64,527	359.60								4,631	12,559	

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
Adults Provider													
Learning Disabilities - Community Support													
Community Support Service	260	222	7.50	0%	0%	100%	High cost compared to benchmarked authorities and to other client groups. Strategy is to re-model and streamline the service to improve value for money.	Re-modelled service focusing support for complex, high need individuals in their own homes through short term services.	Effective management of staffing changes and potential redundancies.	Delays in implementation	30	30	Assessed needs will continue to be met in line with statutory duties. See Staffing EIA S3.
Total	260	222	7.50								30	30	
Learning Disabilities - Day Services													
Learning Disabilities Day Options	1,275	1,233	53.82	0%	0%	100%	Part of the Learning Disability Strategy - includes increased Personal Budgets, and re-providing support.	'Move-on' of clients using community resources, and personal budgets focusing on those with most complex needs.	Consultation with clients and then staff. Support to deliver the change.	Delays in implementation that could reduce savings.	580	250	Follows the recommendations of the Day Options Review and good practice models elsewhere to provide more personalised community & day activities that should provide greater long term independence and life skills. See EIA 4 & Staffing EIA S3.
Total	1,275	1,233	53.82								580	250	
Learning Disabilities - Employment Support													
Employment Support Services (includes Able & Willing)	877	311	30.76	50%	50%	0%	A non-statutory service, and there is a need to focus on supporting more people into	Focus services so that they enable people to develop skills, and the service is able to	Maintaining ongoing employment support for disabled people.		0	225	

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
							work.	support more disabled people into work, rather than the Council directly providing long term employment.	Requires support and effective consultation.				
Total	877	311	30.76								0	225	
Learning Disabilities - Residential													
Registered Residential Service (4 Homes)	2,067	1,739	62.08	0%	0%	100%	High cost and most local authorities do not provide services in-house. Part of Learning Disabilities strategy is to reprovide service in 2016/17.	Following consultation to implement outcomes/model to deliver the savings required	Availability of suitable alternative provision is key. Requires member support and effective consultation with staff which is already underway.	Delays in implementation of new service following consultation.	50	240	Subject to consultation clients will receive reprovided services or be supported through the Independence & Personalisation Workstream list. See EIA 5 & Staffing EIA S2.
Respite Services	716	660	19.83	0%	100%	0%	Part of Learning Disabilities strategy which will focus the service on complex, short term, hospital avoidance/step down cases and provide a service of last resort.	Re-focus of service to complex, short term services. Opportunities for use of provision being considered as part of the LD/SEND review.	Adaptations works and generation of new income streams are necessary to improve value for money.	Service would continue to present poor Value for Money (VfM). Service users choose alternative services.	0	0	
Ex-Health Homes Maintenance	126	126	0.00	0%	0%	100%	Maintenance budget will be considered as part of the service re-provision planned for 2017/18.	Reprovision of 4 Homes as outlined within this plan	See information regarding proposals for these homes above.	See information regarding proposals for these homes above.	20	10	See information regarding proposals for these homes above. See EIA 5.
Total	2,909	2,525	81.91								70	250	
Learning Disabilities - Shared Lives													
Shared Lives	46	46	1.97	0%	100%	0%	Good value for	Scope to support	Identifying	Not identifying	0	0	Targeted use of

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
Service							money compared to residential care or Voluntary Sector/delivers savings to Community Care budget.	'move on' and release savings in other areas. Continue to monitor Value for Money (VfM).	appropriate clients & carers to access the service.	appropriate clients.			service should improve overall outcomes and value for money.
Total	46	46	1.97								0	0	
Learning Disabilities – Supported Accommodation													
Registered Supported Living (8 Services)	2,524	1,843	77.88	0%	0%	100%	High cost and most local authorities do not provide services in-house. Subject to consultation proposal is to reprovide support services in 2016/17. Alongside supporting some people to move on to more personalised services.	Following consultation to implement outcomes/model to deliver the savings required	Availability of suitable alternative provision is key. Requires member support and effective consultation.	Delays in implementation that could reduce achievable cost reductions. Without reprovision, value for money concerns will persist.	94	223	Re-provision of service is dependent on outcome of consultation. Clients will be supported through the Independence & Personalisation Workstream list. See EIA 5 & Staffing EIA S2.
Total	2,524	1,843	77.88								94	223	
Memory & Cognition Support - Day Services													
Ireland Lodge Day Services	194	141	6.85	100%	0%	0%	High cost. Reducing demand as people choose personal budget options.	Service merged with Wayfield Avenue in 2015/16		Opportunities being explored with Commissioners regarding the unutilised space in Ireland Lodge as a result.	141	0	Personalised approach has potential to improve outcomes but requires join-up
Wayfield Avenue Day Services	219	118	9.48	0%	0%	100%	High cost. Re-modelled with Ireland Lodge to improve Value for Money.	Service merged with Ireland Lodge moving to this site.			-41	0	working across Housing, the Clinical Commissioning Group (CCG), and alternative

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
Total	413	259	16.33								100	0	providers.
Memory & Cognition Support - Residential													
Ireland Lodge Residential	1,316	279	41.14	0%	100%	0%	High cost service but meets statutory needs. Provision to be retained as no suitable alternative provision is likely to be available.	No immediate proposals. Currently working with Commissioners on future service models.	Engagement of commissioners across health and social care.		0	0	None.
Wayfield Ave Residential	1,051	536	36.61	0%	100%	0%					0	0	None.
Total	2,367	815	77.75								0	0	
Physical Support - Day Services													
Tower House Day Services	366	299	14.15	100%	0%	0%	High cost and not in line with Care Act and Personalisation. Need to continue with a more personalised and community approach.	Consultation currently underway with all service users to determine whether service can be re-provided or provided in a more cost effective and personalised way.	Availability of suitable alternative provision via personal budgets is key. Requires member support and effective consultation.	Delays in implementation that could reduce achievable cost reductions.	150	0	Personalised approach has potential to improve longer term outcomes. See EIA 6 & Staffing EIA S1.
Total	366	299	14.15								150	0	
Physical Support - Home Care													
Community Short Term Services & Independence at Home (Including Night Home Care Service and Apportionment of Assessment Duties)	3,536	3,171	121.44	0%	100%	0%	High cost but necessary service meeting statutory need. Provision to be retained as no suitable alternative provision is likely to be available.	Cost of service to be reduced over 4 years through restructure and by focusing on statutory work as provider of last resort & reablement which delivers better Value for Money (VfM).	Requires member support and effective consultation with staff, trade unions and clients.	Delays and costly implementation that could reduce achievable cost reductions.	300	200	Should enable clients to be more independent for longer to reduce costs of ongoing care. See EIA 7 & Staffing EIA S4.
New Larchwood	445	397	14.73	0%	0%	100	Part of Homecare	Re-tender of the	Success of	A weak tender	20	20	Service to be

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
						%	Contract. High cost compared to other provision. Strategy is to re-tender the service to improve value for money.	service to reduce costs over 4 years.	tender process is key.	process could mean costs remain high impacting on value for money.			retendered to improve value for money. See EIA 7 & Staffing EIA S2.
Early Supported Stroke Discharge	120	-35	3.92	0%	100%	0%	Funded through the Better Care Programme.	No Change proposed.			0	0	None.
Total	4,101	3,533	140.09								320	220	
Physical Support - Residential													
Craven Vale Residential	1,445	118	42.23	0%	0%	100%	High cost services that no longer meet commissioning requirements. The aim is to recommission services to provide more relevant models of care that address wider health and social care needs and provide more access to 'step up' services to avoid hospital admissions.	Recommission short term services as per report to Health & Wellbeing Board Oct. 2015. New model of care should reduce emergency admissions and enable people to remain independent for longer. Potential savings cannot be identified until the end of the recommission.	Requires engagement with all commissioners, support and effective consultation. Also requires funding transfer discussions with the CCG.	Delays in implementation could reduce achievable value for money improvements and opportunities to reduce emergency admissions.	0	0	
Knoll House Residential	1,215	290	39.65	0%	0%	100%					0	0	
Total	2,660	408	81.88								0	0	
Other													
Adults Provider Management	-10	-11	4.00	0%	100%	0%	Strategy will be to reduce management capacity as overall in-house service reduces.	Dependant upon securing alternative independent sector provision as outlined in plans above.	Requires effective consultation	Management costs would become an increasingly large overhead impacting on	0	150	Minimal impact as changes should reflect overall change across the service.

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
										value for money of whole service.			
Learning Disabilities Operational Provider Management (Including Denmark Villas Management)	224	224	2.41	0%	100%	0%	Strategy will be to reduce management capacity as overall in-house service reduces.	Dependant upon securing alternative independent sector provision as outlined in Learning Disability strategy and plans above.	Requires effective consultation with staff and trade unions. Potential redundancy costs will require corporate funding.	Management costs would become an increasingly large overhead, further impacting on value for money of whole service.	25	182	Minimal impact as changes should reflect overall change across the service.
Total	214	213	6.41								25	332	
Total Adults Provider	18,012	11,707	590.45								1,369	1,530	

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes/ Priorities
	£'000	£'000									£'000	£'000	
Commissioning & Contracts													
Commissioning & Contracts													
Support to Carers	733	714	0.00	0%	0%	100%	Review service contracts with CCG/children's services / public health to ensure improved service delivery. Estimated saving of 5% in 17/18 and a further 5% in 18/19	Review will aim for savings of circa 5% in 2017/18 and a further 5% in 2018/19. Links to the Better Care Programme & associated funding.	Dependant on discussion with CCG, Children's services & Public Health to increase the emphasis on supporting carers through the Care Act/ Better Care Funds	Savings unlikely to be achieved without associated funding changes.	0	106	Improved model of service delivery expected.
Executive Director Adult Services	424	-3,456	3.09	0%	100%	0%	Executive Director Costs - Mainly Direct Employees Costs	Includes Better Care Funding which was taken as savings in 2014/15			30	0	
Adults Commissioning & Performance Team	1,044	986	25.06	0%	100%	0%	Restructured team from Aug 15 to realise savings. Further discussions with CCG/ BHCC re integrated commissioning	Integrated commissioning with CCG/ BHCC	Dependent on discussions with CCG/BHCC commissioning teams	Delay in Integrated commissioning	0	0	None.
Care Act	1,189	0	0.00	0%	100%	0%	Currently one year funding only. Will be utilised to support continued implementation of Care Act, including statutory duties re eligible need, and related service redesigns through which 4 year savings will be generated.	Better Care Funding	Implementation of service redesign.	Increased demand linked to Care Act statutory duties. Service designs not fully implemented in timescales.	0	0	None.

Service Information				Service & Financial Strategy								Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	Commercial Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes/ Priorities	
	£'000	£'000									£'000	£'000		
Somerset House Day Services	19	11	0.00	0%	0%	100%	Joint contract with Public Health - Contract ends March 2017. Public Health funding in place until 2017.	Review service with Public Health redefine service model and increase use of personal budgets. Discussion with providers re reducing costs for 2017/18.	Consultation with service users and engagement with Public Health & providers to revise the model for day services.	Savings unlikely to be achieved if the joint contract with Public Health is not reviewed.	0	3	Reprovision of some services through personal budgets should ensure minimal impact on outcomes. See EIA 8.	
Hop50+ (previously St Johns Day Services)	79	71	0.00	0%	0%	100%	Joint contract with Public Health - Contract ends Mar 2017. Public Health have assured funding for their element until 2017.	On going review of service with public health to redefine service model. Increase use of personal budgets. Discussion with Providers re reducing costs for 17/18	Consultation with service users and engagement with Public Health & providers to revise the model for day services.	Savings unlikely to be achieved if the joint contract with Public Health is not reviewed.	24	5		
Safeguarding Team	459	191	2.31	0%	0%	100%	IMCA joint contract with ESX/WSX ends Mar 2017 proposed review of all Advocacy contracts. No savings until after Apr 17 due to demand from Care Act/ DOLS requirements.	Increased use due to Care Act/ DOLS	Revised contract	Impact of Law Commission review on DoLs IMCAs	0	7		Revised contract should secure required outcomes.
Citywide Coordination/ Self Directed Support	234	184	0.00	0%	0%	100%	Public Health & Adult Social Care (ASC) fund a coordination contract for preventive services across the city. Self Directed Support is	The Better Care programme has a workstream on Keeping People Well which will influence the review of the coordination contract to be	Revised Citywide connect contract & Self Directed Support agreed. Requires successful negotiation with relevant funding	Funding partners may not agree to revised contract and approach.	20	20		The Care Act/ Better Care programme puts a greater emphasis on prevention

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes/ Priorities
	£'000	£'000									£'000	£'000	
							also funded by ASC & Children's Services. Both contracts end in March 2017. The strategy is to review the contracts respectively with Public Health, Children's Services & East Sussex to achieve better value for money.	undertaken with Public Health/ CCG. For the Self Directed Support contract the proposal is to reduce funding by 12.5% in 16/17.	partners				which revised contracts must be able to support. See EIA 8.
Mental Health Preventive Contracts	542	542	0.00	0%	0%	100%	Joint contracts with Clinical Commissioning Group (CCG.) Strategy is to review service contracts with CCG to achieve improved outcomes for people & better value for money.	Review with the CCG to assess outcomes achieved versus level of funding which should indicate areas for potential cost reduction. Circa 10% reduction of Adult Social Care budget in 2016/17 may be possible	Revised contract agreed through engagement with commissioners	Savings would not be achieved if a review of contracts did not take place.	54	0	Assessment of outcomes versus funding should ensure funding is targeted correctly to maintain effectiveness . See EIA 8.
Independent Mental Health Advocacy	47	47	0.00	0%	0%	100%	Proposed review of all Advocacy services. Note, Brighton & Hove Clinical Commissioning Group (CCG) separately fund 75% of this contract (not included here.)	Review of advocacy services with Brighton & Hove CCG to improve value for money.	Revised contract agreed through engagement with commissioners	Savings would not be achieved if a review of contracts did not take place.	0	4	Revised contract should secure required outcomes.
Sensory Preventive Contracts	67	67	0.00	0%	0%	100%	Review joint service sensory contracts	Proposal is for a more joined up	Revised contract	Savings would not be	0	7	Revised contract

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes/ Priorities
	£'000	£'000									£'000	£'000	
							with CCG.	service with existing providers.		achieved if a review of contracts did not take place.			should secure required outcomes.
Community Meals	105	105	0.00	0%	0%	100%	The number of people using the service in decline and costs increasing. The provider had indicated that they wish to end the contract from 31st March 2016. Other work will be undertaken with Public Health re food partnership/ alternatives.	Cessation of current contract. Work to provide alternative options is being undertaken.	Alternative options should be available with Safe & Well check for those people who require it.	Fewer people receiving a meal but increased emphasis on Safe & Well check.	34	0	New model will acknowledge the range of food options available and the emphasis will be on Safe & Well checks. See EIA 9.
Age UK (CRISIS service)	58	58	0.00	0%	0%	100%	Brighton & Hove Clinical Commissioning Group fund 72% of total contract. (not included here.) Strategy is to review with CCG/Public Health and effect a merger with Age UK Crisis & Horizons. This should increase activity re falls prevention, no extra funding/cost	Review of service with Commissioning Group (CCG)	Increased activity on falls prevention should be achievable	Savings would not be achieved if a review of contracts did not take place.	0	0	Increased activity on falls prevention should be achievable.
Older People Localities	137	99	0.00	0%	0%	100%	Public Health funded, lead commissioner	No change proposed			0	0	None.

Service Information				Service & Financial Strategy						Savings Detail			
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes/ Priorities
	£'000	£'000									£'000	£'000	
							funding guaranteed until Mar 2017						
Home Care Provider Support	132	132	0.00	0%	0%	100%	The contracts support the provision of home care services including support in extra care housing, gathering views from service users, and the promotion of self directed support. Efficiencies will be sought through review and engagement with service users. Schemes will support an increase in Personal Assistants.	Review level of support required. Provision of training opportunities for personal assistants.	Increased use of Personal Assistants.	Risk of people needing residential care if model does not succeed and/ or there is limited increase in PA's.	13	10	New model should ensure outcomes are maintained. See EIA 8.
Learning Disability Development Fund	114	114	0.00	50%	0%	50%	Proposed review of Learning Disability Development Fund which funds engagement activities with service users and carers	Review of engagement arrangements with the Clinical Commissioning Group and Children's Disability Services should give rise to savings through merger/ increased activity.	There is a need for good engagement as a result of the Special Educational Needs and Learning Disability Strategy	Savings dependent on discussions with the Clinical Commissioning Group and Children's Disability Services.	34	0	New model should ensure that outcomes to service users and carers are maintained. See EIA 8.
Total	5,383	-135	30.46								209	162	
Total Commissioning & Contracts	5,383	-135	30.46								209	162	

Children's Services: 4-Year Budget Strategy

Children's Services deliver a variety of different services to children and young people from birth up to the age of 25 in some cases. This includes universal provision including support for schools and education (mainly funded through a ring-fenced Dedicated Schools Grant).

The directorate also provides targeted support, including the children's social work service. Our recent Ofsted inspection recognised that the council is running a safe system, protecting children from harm, however it should be noted that need is increasing. The Local Government Association states that since the publicity surrounding the Peter Connolly case, nationally there has been a 65% increase in children on child protection plans and a 16% increase in children coming into care.

4-Year Budget Strategy

The vision for the future is for a Children's Services that is ambitious and works more closely with partners. We want all of the city's children and young people to have the best start in life, so that they grow up happy, healthy and safe with the opportunity to fulfil their own potential. Over the last two years services have been redesigned and this will continue in future years with proposals to stop doing some things, redesign some services and reduce the demand for more intensive and expensive services. Proposals are summarised below:

Stop (Funding)

- It is proposed to cease funding a Play Service, but explore opportunities for alternative funding sources;
- We will be consulting on proposals to reduce the number of discrete special schools, but with no reduction in the number of places being offered across the city. Savings from this reorganisation and integration of special schools is likely to be £900k over 4 years to 2019/20.

Redesigning

- Consultation has started on a redesigned youth service and the possibility of developing a youth trust or federation to be the vehicle for future youth work delivery;
- We will review the Contact Service (supervised contact for parents) to reduce cost;
- As part of the special education needs and disability review, there will be engagement and consultation on how a more integrated and personalised offer might be made to children and their families;
- The Children Young People and Skills Committee have agreed proposals for a reduced children's centre service. Seven designated children's centres will offer a citywide offer that includes both universal services and additional support to children and parents in greatest need. No buildings are closing as part of the changes and outreach services will be delivered from venues across the city;
- We are exploring more regional arrangements for delivering an adoption service;
- There will be a review of different council-run nurseries which are subsidised, considering different operating models including the private and voluntary sector for some of these.

Demand Management

Children's Services offer a range of preventative services that enhance the life chances of children and young people. The financial benefits can be difficult to capture as they may be long

term and after the life span of the intervention. Below are some specific interventions which tackle demand for services:

- Our Every Child a Reader programme provides intensive support to very young children who are unable to read. At an estimated cost of £2,600 per child the research evidence, including a recent report by KPMG is that savings from not providing interventions for them when they are older and functionally illiterate can be between £286k and £442k per child;
- The process of implementing our social work redesign is well underway. This is tackling the historic pressure on re-referrals and starting to reduce the number of children requiring expensive placements;
- We are developing a specialist adolescent service working with a small group of highly vulnerable young people who currently access different and often unconnected services and interventions. This is anticipated to save at least £276k towards the end of the four year budget strategy period;
- We have reviewed the fostering service in order to increase the council's market share of foster carers, and reduce the use of Independent Fostering Agencies (IFAs). The aim is to provide a more supportive service and the recruitment of new carers promoted through a word of mouth campaign. By shifting just one placement from an IFA to an in-house foster carer, we can save around £20,700 per year per placement. The overall target is to increase the in-house share of placements from 50% to 70% by April 2018 saving just under £1m per annum;
- The Integrated Team for Families will work with an average of 430 Troubled Families eligible cases. A cautious approach assumes that 50% of these cases would not escalate into social work. Of the remaining 50%, or 215 cases per year, we anticipate a reduced level of need for social work support.

Key Risks

Risks are set out in the detailed schedules for each proposal but there are wider risks that can impact on the budget strategy such as a high profile child safeguarding care, changes in legislation or in court proceedings.

Children's Services

Service Information				Savings	
Unit	Gross budget 2015/16	Net budget 2015/16	Budgeted FTE	Savings 2016/17	Savings 2017/18 to 2019/20
	£'000	£'000	FTE	£'000	£'000
Child Health Safeguard & Care	38,638	37,755	349.9	2,856	5,876
Director of Children's Services	348	348	3.0	100	0
SEN & Disability	6,462	6,320	123.1	1,191	1,236
Education and Inclusion	6,904	2,982	57.0	98	450
Stronger Families, Youth & Communities	8,509	6,325	256.4	823	692
Directorate Totals	60,861	53,730	789.4	5,068	8,254

Service Information				Service & Financial Strategy						Savings Detail			
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
Child Health Safeguard & Care													
Fostering & Adoption													
Payments to in-house carers for fostered and adopted children.	6,421	6,421			100%		Redesign and review of services to drive more efficient use of financial and human resources to improve value for money and ensure appropriate placements for children in care. Also, reviewing staffing structures following proposed national changes to adoption services.	Maintain budget as investment in this area is better value for money than foster agency placements.				0	None.
Staffing teams assessing and supporting foster carers and potential adopters.	3,122	3,022	57.6		100%			Service redesign aimed at reducing any overlapping areas between Adoption and Fostering. Review of adoption services in light of proposed national changes. Associated reduction in	Requires effective consultation with staff, unions, partners, carers and adopters to manage and optimise	Redesigned service may not assess sufficient new carers and adopters. Higher cost foster agency	28	0	More 'in-house' carers and new adopters should provide better stability and outcomes for
											40	0	

Service Information				Service & Financial Strategy						Savings Detail			
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
								Resource Officer staffing.	redesign. Potential redundancies may need corporate funding.	placements would then persist.			children and young people.
Total	9,543	9,443	57.6								68	262	
Social Work & Legal													
Social work staffing teams.	9,130	9,130	209.6		100%		The new model of practice being implemented across the children's social work service will enable the relationship between the social worker and the family as the main vehicle to facilitate change and promotes the importance of reflective practice and good quality supervision. Developing this new model involved taking out a layer of management to ensure increased resources to work more directly with children and families.	The Social Work Service re-design which has recently been completed is based on a Relationship Model. The service design was based on the demand on the service up to March 2015 and costed within the budget. Cost reductions reflect anticipated impacts of preventive and relationship models on medium term demand. In addition it is anticipated that the number of children requiring a social work intervention will reduce which in turn will lead to a reduction in the number of children coming into care who then require a placement with a foster carer or in residential provision.	Reducing social work resources is reliant on the new practice model and other measures to successfully manage and reduce demands over the medium term. See details under Agency Placements.	Continuing high demand and referral rates will put at risk social work staffing efficiencies.	50	582	Improved practice model should prevent children needing care and contribute to improved outcomes for young people.

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
Expenditure incurred under section 17 & 18 of the 1989 Children Act, including housing for homeless families.	864	864					No change in investment planned.					0	None.
Legal costs relating to assessment and court fees.	1,476	1,476			100%		This area continues to be kept under review to minimise legal costs.	Reviewing the range and numbers of expert witnesses used for evidence in court proceedings.	Continued success of proceedings with lower expert witness support.	Low risk.	19	0	None.
Total	11,470	11,470	209.6								69	582	
Contact Service													
Family contact for children in care (CiC) and children in need (CIN)	988	988	21.1		100%		Redesign of the service which provides co-ordinating, supporting and supervising court ordered parental and family contact with children in care and children in need.	Core staffing will be retained but a review of delivery of contact service to reduce costs of sessional workers and their transportation costs will be undertaken.	Effective redesign should enable sessional work reduction.	Low risk.	150	200	None expected.
Total	988	988	21.1								150	200	
Care Leavers													
Services for 18-24 year olds leaving care, including staying put and ex-asylum seekers.	1,160	918					Continued support for young people leaving care including joint commissioning arrangements with the Housing Directorate and partnership working with voluntary sector providers.	No change. Key strand of the adolescent strategy which it is anticipated will contribute to a reduction in the number of agency placements required				0	None.
Total	1,160	918	0.0								0	0	
Safeguarding													

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
Specific child protection services, the Local Safeguarding Children's Board and independent reviewing officers.	552	490	7.5		100%		LSCB management and admin is a statutory multi-agency funded safeguarding function. Child protection services and independent Reviewing Officers are statutory services with high case loads and increasing demands.	Reducing and managing demand under the new practice model should enable a modest reduction of staffing resource over the medium term.	Reliant on the new practice model and other measures to successfully manage and reduce demands over the medium term. See details under Agency Placements.	Continuing high demand and referral rates would put at risk this potential staffing efficiency.		70	None. Statutory requirement.
Total	552	490	7.5								0	70	
Agency Placements													
Residential, fostering and secure placements for looked after children provided by external agencies	12,427	12,427	7.3			100%	Provision of high quality, value for money provision through contracted services with external providers supported by the children's services framework contract arrangements and preferred provider guidelines.	From 2016/17 the introduction of the recently established new model of practice in social work, a new adolescence service and the continuing work to improve the early help service offer will result in a reduction of Children in Care (CiC) of 11% (48 children) and a saving of £1.550m. During 2015/16 this work is already starting to lead to a reduction in the number of children in care. In addition a different delivery of the Early Parenting & Assessment	New practice model working across schools and partnerships is critical to effective prevention and demand management alongside an increase in carers and adopters in order to avoid bringing children into care.	This is a high cost service where the failure of effective prevention and demand management will not only impact on the achievement of cost reduction but is likely to be of corporate financial significance to the	2,439	4,502	Improved practice model should prevent children needing care and contribute to improved outcomes for young people. Demand management has implications for managing risk effectively to meet

Service Information				Service & Financial Strategy						Savings Detail			
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
								<p>Programme will reduce parent & baby placements by an estimated 3 places, saving £0.227m. The on-going review of all placements will result in an estimated reduction of 3 CiC, saving £0.082m. The Introduction of new practices in recruitment and retention of in-house foster carers will improve the ratio of in-house to external carers generating a saving of £0.149m and utilising innovative packages of care within fostering placements will reduce the need for high cost residential placements resulting in cost reductions of £0.431m. Further savings across the service will apply over the medium term.</p>		council's challenging medium term financial position. The proposals set out here assume that other pressures on this budget will be met across the overall budget.			safeguarding requirements and statutory duties. See EIA10.
								Generation of income for s20 elective placements.	Member support and effective consultation to achieve a balanced and fair charging policy.	Cost of collection and ability to pay may impact on level of income.	100	200	None.
Total	12,427	12,427	7.3								2,539	4,702	

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
Youth Offending Services													
Support and supervision to young people involved in the Criminal Justice System and preventative work for children and young people at risk of becoming involved in offending.	1,113	775	26.0		100%		Redesign of services to align with the adolescent strategy.	Redesign of service provides an opportunity to review staffing resources as demands are expected to reduce over time.	Service is an integral element within the new adolescent service helping to deliver reduction in children in care.	If the adolescent service does not succeed, offending activity may remain higher and require continued high cost support.	30	60	Minimal impact as cost reduction should mirror reducing demand (offending) linked to the adolescent strategy.
Total	1,113	775	26.0								30	60	
Family Support Services													
Family group conferences and intensive intervention initiatives	742	742	6.4				Maintaining investment in this preventive service area which is critical for effective demand management. Family Group Conferencing is being used increasingly across the country to identify alternative means to meet the needs of families who are facing difficulties and so avoid the need for a child to be brought into care	No change.				0	None.
Total	742	742	6.4								0	0	
Other													
Substance misuse and management & admin costs	643	502	14.4				High prevalence in the city requires continued investment in this	No change.				0	None.

Service Information				Service & Financial Strategy						Savings Detail			
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
							service area to ensure effective demand management.						
Total	643	502	14.4								0	0	
Total Child Health Safeguard & Care	38,638	37,755	349.9								2,856	5,876	

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
Director of Children's services													
Salary and directorate support costs for the Director and support staff	348	348	3.0		100%		Over the next 12 months there will be a review of senior management arrangements across the directorate with a view to reducing the overall cost. The figure of £100,000 reflects costs within the council's General Fund which apply across the directorate budget as a whole rather than a specific post within this cost centre	Reduction in overall management costs	Consultation on new senior management arrangements	Low risk.	100	0	If managed appropriately there should be no impact here. See Staffing EIA S9.
Total Director of Children's Services	348	348	3.0								100	0	

Service Information				Service & Financial Strategy						Savings Detail			
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
SEN & Disability													
Services for Children with Disabilities													
Residential, respite and short breaks.	2,264	2,257	46.5		50%	50%	The LA will continue to meet its full statutory duty towards children with SEN and disabilities and remains committed to working with parents, young people and all stakeholders, including the CVS, in partnership. In this area of high spend and increasing demand for services, reviews and consultations are looking to integrate, consolidate and improve services. The aim is to preserve and enhance where possible frontline services for children and families but also reduce spend through more efficient management, back office functions and use of infrastructure such as buildings. Reviews of the way services are organised are underway. Rationalisation of service delivery is proposed via the closer working with adult services and improved transition arrangements.	Review of contracted services to ensure value for money and effective service delivery. This includes a move towards personal budgets so families have power and choice over the purchase of services. This saving represents just under 10% of the budget for contracted services across disability, parental advice and mental health services and is being found by re-tender of larger contracts, asking contractors to reduce administration costs and transfer of responsibilities for a counselling contract to the CCG. Some smaller contracts will cease with the potential to TUPE some staff to the council with a reduction in overhead costs. Current work done by the CVS to support applications by families for Disability Living Allowance will transfer to council services although the CVS will retain a role via funding secured from elsewhere.	Successful procurement and commissioning strategy.	Cost reduction opportunities will be impacted.	86	166	Careful introduction will ensure minimal impact on outcomes. See EIA 11 & Staffing EIA S10 (re social work £0.050m saving)

Service Information				Service & Financial Strategy						Savings Detail			
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
Social work	1,071	1,022	27.4		100%			Reduction in management capacity within the social work/early help service - to be reviewed in line with mainstream social work (current practice manager grade). This will also encompass management capacity across the adult /child transition service.	Effective review and redesign through staff and union engagement and consultation.	May impact on management capacity at pressure points but priority will be on statutory duties.	50	350	
Direct payments	240	240											
Family support services	294	273	4.6		100%								
								This saving is consequent of a different funding model and will not impact on frontline services for children and families. A greater percentage of the funding for disability care services set out in Education, Health and Care plans will be secured from the High Needs Block of the Dedicated Schools Grant. To ensure no overall loss to the High Needs Block for other young people with SEND, the SEND review proposes that the High Needs Block will benefit from a significant reduction in infrastructure costs following the proposed consolidation of special provision and the consequent reduction in	Effective engagement and consultation with all parties throughout the SEND review process.	Risk should be manageable provided reprovision and transition is managed effectively.	500	600	

Service Information				Service & Financial Strategy						Savings Detail			
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
Total	3,869	3,792	78.5					buildings used.			636	1,116	
Agency Disability													
Residential, fostering, boarding school and respite placements	1,570	1,570				100%	Provision of high quality, value for money provision though contracted services with external providers supported by the children's services framework contract arrangements and preferred provider guidelines.	The proposed re-organisation of SEND provision to secure integrated education, health and care provision for young people with SEND and the proposed increase in family support where children have challenging behaviour will reduce further the need for out of City independent placements.	Successful procurement and commissioning strategy for those still requiring placement.	Reliance on positive impact of the new practice model changes and anticipated downward trend on agency placements.	290	120	Minimal impact as this is linked to overall practice model changes and anticipated impact on agency placements. See EIA 11.
Total	1,570	1,570	0.0								290	120	
Special Educational Needs													
Special Educational Needs	308	308	19.3			100%	Statutory duty to provide support for children with SEN. Assessment of need and procurement of services.	Review of the assessment and administration function.	Effective consultation with staff and unions.	Low risk.	40	0	Although this is an area of high pressure in terms of implementing the SEN reforms, a re-organisation of the way work is processed is planned to offset the reduction in capacity.
Total	308	308	19.3								40	0	
Educational Psychology and CAMHS													
Educational Psychology	198	189	16.2				No change proposed.						None.

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
Service													
CAMHS and emotional health & wellbeing	517	461	9.1		100%		Strategy is to ensure use of appropriate funding sources to sustain the service.	This savings relates to a different funding and service model for the council-run tier 2 Community CAMHS service. It does not reduce frontline support to children and families in the area of emotional and mental health. Part of the service offering direct support to schools will receive appropriate DSG funding and further funding from the CCG and Public Health as part of a wider investment in preventative services for children with emotional and mental health needs. This includes the delivery of greater school based support.	Use of DSG in this way is permissible. Increased mental health funding to the CCG from central government is also supporting the service going forward.	Low risk.	225	0	The increased support for early intervention in schools is designed to off-set a reduction in individual referrals linked to work with the tier 3 health funded CAMHS service
Total	715	650	25.3								225	0	
Total SEN & Disability	6,462	6,320	123.1								1,191	1,236	

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
Education and Inclusion													
Home to School Transport													
Transport between home and school for children who live beyond the statutory walking distance. The appropriate school is the nearest maintained school to the child's home that is suitable to their age, educational needs and has a place available	1,811	1,811	1.5			100%	Introduction of an appropriate charging policy for some aspects of transportation.	Income from transport fees and charges to be used over the next 4 years to fully pay for this support for children & young people.	Clear policy boundaries and effective consultation and engagement.	Low risk.		200	None expected.
Total	1,811	1,811	1.5								0	200	
Schools PFI project													
PFI budget for 3 schools	2,407	0				100%	No change proposed. Tied to long term PFI contract.	No change				0	
Total	2,407	0	0.0								0	0	
Access to education													
Behaviour & Attendance Team	213	178	5.2		100%		Continued support to improve attendance and reduce exclusions will lead to a reduction in support costs in the medium term.	Reduction in support costs in the medium term.	Effective impact of service redesign.	Service redesign needs to be effective to avoid pressures on the service in later years.		100	None expected.
Total	213	178	5.2								0	100	
School Improvement													
Primary, secondary and special advisors, primary and secondary national strategies, school training & development, governor support.	597	585	10.7		100%		Greater efficiency to improve value for money.	To deliver service differently to reduce Governor support costs.	Effective impact of service redesign.	Low risk.	15	150	Customer satisfaction will be monitored closely.
Post 16 Development	170	170	2.6										
Total	767	755	13.3								15	150	

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
Adult & Community Learning													
Provides short informal courses and advice for adults who are not currently in work	377	3	10.2			100%	Remove remaining council subsidy.	Removal of remaining council subsidy following the redesign of this service earlier this year.	Redesign already in place.	Low risk.	3		None.
Total	377	3	10.2								3		
Music & Arts Study Support													
Provision of music and arts opportunities	989	10	16.5			100%	Remove remaining council subsidy. The service is leading on the development of a cultural hub for the city and is aiming to remodel with partners over the next year.	Year one impact of the proposal will stop dance development and will aim to work with SED on an exit strategy.	Effective working with partners and stakeholders to deliver services differently.	Change of venue of activities could impact on numbers of CYP attending activities.	10	0	Improved Partnership working with increased opportunity for income generation.
Total	989	10	16.5								10	0	
Other services/management													
The Virtual School.	36	36	0.4				No change proposed. Statutory requirement.						0
The catering contract	54	54		100%			Cease this internal contract to address value for money concerns.	Cease contract/subsidy for the Kings House service.	Compliance with contract notice terms.	Low risk.	54	0	May impact on viability of provider.
Standing Advisory Council on Religious Education (SACRE)	8	8	0.1		100%		Improve efficiency in the delivery of this statutory service.	Small reduction in associated cost of provision.	None.	Low risk.	6	0	Continues to deliver strategy requirements.

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
Management and other services	242	127	9.8				Efficiency and value for money improvement.	Achieve full cost recovery and contribution to overheads for identified services.	Effective review and management of services to schools charges.	Low risk.	10	0	None.
Total	340	225	10.3								70	0	
Total Education and Inclusion	6,904	2,982	57.0								98	450	

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
Stronger Families, Youth & Communities													
Youth Service													
Integrated support service for children aged 13-19	1,608	1,393	25.3				Statutory duty to provide suitable offer to young people. There is evidence of the impact of youth work, advice and support on corporate priorities, especially participation and transition from school to employment and participation. The multi-agency Youth Review recommended a 'flexible continuum' of youth work in which council services target the most vulnerable young people, neighbourhoods and communities with protected characteristics. The Review supported development of a new model of delivery, such as a Foundation or Trust, to create a sustainable youth offer for the city.	The Youth Review recognised a reduced investment requirement for in-house provision of targeted youth work, youth engagement and central support/coordination, and for commissioning of open access provision for targeted neighbourhoods/communities from CVS providers. 4 staff will be transferred to the Stronger Families Team and a number of remaining posts will either be deleted or transferred to a Youth Trust or alternative entity such as a refreshed Youth Collective from April 2017			399	50	A reduction of at least 25% will impact on the quantity and reach of service provision. However in-house and commissioned services will focus on disadvantaged young people, neighbourhoods & communities, and on critical outcomes and priorities (reducing Social Work interventions, improving transition from school to employment). This should substantially mitigate negative impacts. In addition a trust arrangement provides an opportunity for alternative sources of funding to be
Play Service	1	1	3.7	100%							1	0	
Youth Employability Service	563	539	12.4										

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
													accessed. See EIA 12 & Staffing EIA S8.
Total	2,172	1,933	41.4								400	50	
Early Years (Early Help) - Children's Centres													
City-wide service integrated with health visiting which aims to improve outcomes for children under 5. 12 designated Children's Centre's plus a further 9 linked sites.	1,751	1,751	50.5				Statutory duty to improve outcomes for young children and their families and to reduce inequalities in child development and school readiness, parenting aspirations and skills and child and family health. Reduce designated children's centres from 12 to 7: remove designation from the Deans, City View, Hollingbury and Patcham, West Hove and Cornerstone. Reduce drop in stay and play groups, home visits by council staff, support for breast-feeding and children's centre funding for childcare places.	Includes the end of one-off funding of £670,000 agreed for 2015/16. 7 designated Children's Centres will be retained (Roundabout (Whitehawk), Moulsecoomb, Tarner, Hollingdean, Hangleton, Conway Court and North Portslade) with outreach to other areas. A reduced core offer will be implemented including citywide universal groups and support for the most vulnerable. Staff restructure to be based on the total saving. 4 FTE posts to transfer to the Stronger Families Team.	Redesign must ensure that support is effectively identified for children and families across the city where this can improve outcomes and avoid higher costs through CC universal services.	Not correctly identifying children and families where support can help may lead to higher overall costs in the system.	176	0	Potential impact on early years outcomes. This will be mitigated by: universal groups for the youngest children where the impact is greatest, the most vulnerable children and families will continue to be identified and supported in partnership with health visiting; two year olds from families on low incomes can access free part time childcare places to improve school readiness. See EIA 13 & Staffing EIA S7.
Total	1,751	1,751	50.5								176	0	
Early Years Nurseries													
Statutory duties to secure sufficient	1,515	422	92.4			100%	Statutory duties to secure advice and	To ensure that council nurseries continue to	Availability of	Market conditions	60	362	To continue to ensure sufficient

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
free early education for 4, 3 and low income 2 year olds. Statutory duty to secure sufficient childcare for working parents.							support for childcare providers and sufficient childcare and early years provision. Plan for savings from 2017/18 following market testing and review of each nursery.	offer Government funded places for low income 2 year olds and all 3 & 4 year olds. Savings for 2016/17 based on staffing changes. Saving from 2017/18 is planned through a review of the operation and staffing of the nurseries and a market testing strategy to consider alternative providers for some or all council run nurseries.	alternative provision and market conditions. Effective consultation and engagement with staff, unions and partners.	can change.			early education places low income 2 year olds.
Total	1,515	422	92.4								60	362	
Early Years - Childcare													
Support for childminders, out of school childcare, childcare workforce training, inclusion funding for children under 2 and management and administration of free entitlement for 3/4 year olds	437	411	8.6		100%		Statutory duties to secure advice and support for childcare providers and sufficient childcare and early years provision. Strategy is to reduce funding for childcare qualification bursaries, increase income for training courses, reduce support for childminding and reduce administration costs.	Promote the take up of Government funded early education places, provide training for childcare providers to purchase and support requires improvement childminders.			41	80	Reflects drop in demand for childcare bursaries. See EIA 14.
Total	437	411	8.6								41	80	
Early Help													
Early Help, Parenting and family support	1,911	1,180	49.5		100%		Delivery of Early Help Strategy including identification of	Reduced contribution to workforce development.		Low risk.	31	0	See EIA 19a.

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
services					100%		vulnerable families, coordination of interventions and delivery of local troubled families and parenting programmes. Service redesign responding to extended Troubled Families Programme, BPI recommendations and changes to early help and preventive services.	Redesign of early help services co-locating early years, parenting and family coaching in local children's centres/community facilities, ceasing delivery of some early years and youth work services.	Effective redesign and integration with other hub services is key.	Ineffective service design and delays in implementing / developing a new ICT system could impact on achievability of saving.	100	100	Reduced funding will impact on capacity to manage systems, data recording and analysis. This will be mitigated by the introduction of a new ICT system funded through external grant. Staffing EIA S11.
					100%			Reduce cost of coordinating parenting programme.		Low risk.	15	0	
Total	1,911	1,180	49.5								146	100	
Specialist Assessment and Domestic Violence													
Clermont Family Assessment Centre	500	405	8.6		100%		Multi-professional Family Assessment Unit providing enhanced court assessments, clinical interventions, consultation, support and training including Living Without Violence group work programme for male perpetrators of domestic abuse	Review of in house perpetrator programme identified low completion rates and poor value for money.		Low risk.		50	
Living Without Violence	168	168	2.8		100%					Low risk.		50	
Total	668	573	11.4								0	100	
Other/Management													
	55	55	2.6				No change proposed.						
Total	55	55	2.6								0	0	
Total Stronger Families, Youth & Communities	8,509	6,325	256.4								823	692	

Environment, Development & Housing: 4-year Budget Strategy

Direction of Travel and Context

The 4-year integrated savings proposals for the Environment Development & Housing directorate focus upon improving the efficiency of services to maintain the city's infrastructure and environment, whilst working increasingly with partners, communities and businesses to find alternative ways to share environmental responsibilities. External investment will continue to be sought through the Coast to Capital LEP and Greater Brighton Economic Board and the directorate will seek to operate more commercially to generate new income streams, reduce costs, and become financially more self-sufficient through growth and increased civic participation.

The directorate provides strong civic leadership to enable investment and economic growth which is clear about the benefits to local people, working with Greater Brighton city region partners to increase economic resilience, local access to jobs, apprenticeships and housing.

Long term capital investment to renew and strengthen the infrastructure of the city will continue, along with the delivery of major regeneration projects, bringing about quality development to address the need for better business space, providing new affordable housing whilst generating income from land and property assets and increasing business rate and council tax returns.

Key Proposals and Strategy

Key savings proposals for the directorate include a mixture of stopping some services, redesigning services to be retained, and adopting a commercial approach for others as follows:

- Merging Planning & Building Control with the City Regeneration Service as part of a wider service review, and exploring shared services across the Greater Brighton City Region.
- Establishing a commercial approach to generating new income streams across the directorate, including the introduction of pre-application planning advice, commercial waste collection and advisory services to other local authorities.
- Reviewing or stopping some non-statutory services.
- 'Spend to Save' investment in LED street lighting and city clean services to reduce operating costs and carbon output.
- Redesign and streamlining services including the digital modernisation of the planning service and business process (BPI) reviews across housing services.
- Introduction of alternative delivery models for parks and open spaces, and joint venture/company models to deliver new housing and apprenticeships.

Key Service and Financial Risks

A number of Welfare Reform measures will come into effect over the next year for which it is difficult to accurately predict the financial impact on various budgets such as temporary accommodation and other welfare support services. This will need to be closely monitored and needs to link with the work of the Fairness Commission to understand the key factors and potential ways to address them in the longer term.

Formal consultation with staff will be required by those affected by service redesigns and cessation of services alongside clear project plans to deliver agreed savings. All new income streams will be reported to the appropriate Committee for approval. However, moving to a more commercial basis for some areas means operating differently and being able to flex and change services quickly in order to maximise income opportunity, change services that are not generating the expected demand, or cease/divert services that are losing money.

Project plans to deliver the savings proposals will be monitored by ED&H management to ensure they remain achievable or that alternative savings are identified where necessary.

Environment, Development & Housing

Service Information				Savings	
Unit	Gross budget 2015/16	Net budget 2015/16	Budgeted FTE	Savings 2016/17	Savings 2017/18 to 2019/20
	£'000	£'000	FTE	£'000	£'000
City Clean and City Parks (excl Waste PFI)	16,769	16,013	465.2	970	1,683
Waste PFI	13,086	12,493	0.0	200	0
City Regeneration	1,277	1,108	19.8	113	192
Housing	18,819	3,956	153.0	560	520
Planning & Building Control	3,651	1,556	79.3	113	569
Transport	22,169	-6,158	149.4	987	1,314
Directorate Totals	75,771	28,968	866.7	2,943	4,278

Service Information				Service & Financial Strategy						Savings Detail			
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retain In-House	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
City Clean & Parks (Excluding Waste PFI)													
City Clean and Parks Management													
City Clean and City Parks Management Note: Savings in these rows apply across all services budgets listed within separate sections.	454	454		0%	100%	0%	Reducing what we spend budgets on within supplies and services as the overall service reduces in size.	A 13.7% reduction in supplies and services budgets for 2016/17 across the service including for example consumables, litter bins and weed spraying. In addition there are further reductions applied in future years.	Realistic review of supplies & services needs and close monitoring of spend	Low risk in early years but risk that demand and expectations exceed budget	175	225	Low impact; as service reduces, the requirement for consumables will reduce.

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retain In-House	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
				0%	100%	0%	Retain provision. Service & process redesign should enable efficiencies and cost reductions within city clean and parks service	A review of the Management and Administration spans of control across the service in accordance with MSA principles and will apply throughout City Infrastructure	Effectiveness of staff consultation and service redesign	Redesigned service will need to manage demand. Unlikely to deliver without capital investment in Big belly bins and mechanical sweepers	300	100	Low impact if service redesign effective. See Staffing EIA S13.
				0%	100%	0%	Retain provision. Develop a streamlined effective city clean and parks service	Natural Wastage and vacancy control across street cleansing & city parks and back office functions which based on staffing costs of £20,000 would equate to natural wastage of 7/8 post per annum	Review and reallocation of work duties as vacancies occur	Primary risk that vacancies do not occur as expected or demand exceeds resources. Unlikely to deliver without capital investment in Big belly bins and mechanical sweepers	150	450	Low impact if service redesign effective. See Staffing EIA S12.
Total	454	454	5.8								625	775	
City Clean													
Refuse Collection	2,138	2,138		0%	0%	100%	Statutory Service. Average cost of collection per household of £49.57 compares favourably with national average of	Introduction of Textile Banks for recycling as agreed at ETS Committee on 7 July 2015; The council currently absorbs the costs of	Effective implementation of textile recycling. Communication with event organisers of	Risk that textile recycling is lower than anticipated. Risk of non payment of charges by	60	20	None. This will ensure full cost recovery.

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retain In-House	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
							£60.45. Performance levels compare favourably to national averages	clearing up the city after major public events. It is proposed to charge event organisers for these costs in the future. Staffing efficiencies included within City clean & Parks Management.	future charging	organisers for clearing up after events			
Recycling Collection	1,683	1,683		0%	0%	100%	Statutory Service. Average cost of collection per household is £33.02, compared to average cost of £23.27. Performance levels are below national averages.	Introduction of a Commercial Waste Collection Service as approved at Policy & Resources Committee on 9 July 2015. The additional income over and above that included in the Committee report is anticipated from an increased enforcement regime resulting in additional uptake of the service and also from the potential increased roll out of the service which will require further financial modelling.	The service is implemented and has already accepted the first customers. Robust monitoring required to support modelling of future savings plans	Risk that future income targets are lower than estimated	100	100	Improved outcomes through appropriate model for commercial waste collection
Street Cleansing	4,561	4,533		0%	100%	0%	Statutory Service. Average cost per household is £46.73 compared to average cost of £32.98. Visitor	Staffing efficiencies included within City clean & Parks Management.	Investment in mechanical sweepers to support delivery of smaller workforce	Unlikely to deliver without mechanical sweepers capital investment		0	None. See Staffing EIA S12.

Service Information				Service & Financial Strategy							Savings Detail		
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	£'000	£'000									£'000	£'000	
							economy, beach cleaning will contribute to higher than average costs. Performance levels compare favourably with national levels						
Projects, Strategy and Administration	1,211	1,191		0%	100%	0%	City Direct call centre for the service; Gully cleansing to reduce flooding and spraying of weeds; Administer the delivery of S106 receipts; Management of Hollingdean depot	Staffing efficiencies included within City clean & Parks Management.	Effectiveness of staff consultation and service redesign	Redesigned service will need to manage demand.		0	Low impact if service redesign effective. See Staffing EIA S13.
Public Conveniences	822	808		50%	0%	50%	Not statutory, but linked to visitor economy. Total savings of £0.160m agreed in the 2015/16 budget setting process has been reduced to £0.140m, of which the full year effect of £0.100m is already included in 2016/17.	Review of public conveniences provision; stop some services, charge for some services	Recommendations anticipated from current review. Full business case to be developed	Managing demand and cost of provision.		150	Improved outcomes through charging
Total	10,415	10,353	308.8								160	270	
City Parks													
City Parks	2,581	2,354		0%	100%	0%	Cost of service per household is £38.85, which compares to	New delivery model of parks service, e.g. potential for community and	Options appraisal to be developed with full business	Strategy provides two year lead in for business		200	Improved outcomes for parks and open spaces

Service Information				Service & Financial Strategy						Savings Detail			
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retain In-House	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
							average cost of £30.76. 7 Green Flag standard parks; The small team develops the strategies that will shape the future of park & open space usage across the City - e.g. Open Space Strategy, Play Pitch / Play Area Strategy / HLF Funding Bids & S106 developments	trust run services in future years; Staffing efficiencies are included within City clean and Parks Management section	case for preferred options	proposals			
								Reduced park projects contractor budget and reduced cost of parks rubbish clearance.	Minimal risk.	None	38	0	None.
Conservation	415	401		0%	100%	0%	Non statutory Rangers service. Retain service and review to reduce service provision from non statutory functions and to concentrate purely on volunteering, engagement and public rights of way work	Service redesign to reduce staff from 9.2 to 7 FTE supported by a volunteer service.	Effective staff consultation and service redesign	Redesigned service will need to manage demand for service.	102	0	Low impact if service redesign effective. See Staffing EIA S15.
Arboriculture	559	547		0%	100%	0%	Retain the service. The Team are responsible for the inspection and maintenance of trees in the city. Brighton has a rare tree collection and there are an estimated 12,000 street trees. Some	Savings of £0.080m were included for 2016/17 as part of last years budget setting. Staffing efficiencies are included within City clean and Parks Management section.				0	See Staffing EIA S13.

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retain In-House	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
							of the maintenance work is sub contracted out.						
Sports & Recreation Bookings & Allotments	132	-244		0%	0%	100%	Adopt a commercial approach promoting self managed sport and recreation facilities by users alongside full cost recovery. This covers bowling clubs, tennis courts, football, cricket pitches and allotments.	Reduce sport and recreation subsidies	Full business case to be developed through Modernisation Board	Risk that income reduces due to increased charging	20	230	None.
Total	3,687	3,058	134.6								160	430	
Fleet Management													
Fleet and Vehicle Management	2,213	2,148		0%	0%	100%	Adopt a commercial approach to providing MOT's and vehicle repairs to the council's fleet and external customers. Service redesign following refurbishment of Hollingdean Depot, including better utilisation of fleet and training of drivers. Income from new MOT testing lanes and testing facility for Heavy Goods Vehicles. Charge out rate of £50 per	Additional income from new MOT testing lanes and testing facility for Heavy Goods Vehicles. Charge out rate of £50 per hour compares well with local competitors £57 per hour	Business case for Workshop redevelopment alongside fleet business plans	Risk that final business case delivers less savings than those planned over next 4 years	25	208	Low impact if service redesign effective

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retain In-House	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
							hour compares well with local competitors £57 per hour.						
Total	2,213	2,148	16.0								25	208	
Total City Clean & Parks (Excluding Waste PFI)	16,769	16,013	465.2								970	1,683	

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retain In House	Commercial Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
Waste PFI													
Refuse and Recycling Disposal	13,086	12,493	0.0	0%	100%	0%	Average cost per head of population compared with CIPFA nearest neighbours. Note: BHCC cost include construction and operation of PFI facilities	It is anticipated that a review of the economic and performance assumptions in the PFI financial model will generate savings in the region of £0.200m for 2016/17. The assumptions will be reviewed annually to review the impact of enforcement activity and tonnage projections to deliver further savings in future years. However these cannot be estimated at this time.	Robust review of 30 year financial model and assumptions are made on a prudent basis with sensitivity modelling of options.	Assumptions are significantly different to reality and therefore the saving is unachievable	200	0	None.
Total Waste PFI	13,086	12,493	0.0								200	0	

				Service & Financial Strategy							Savings Detail		
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	£'000	£'000									£'000	£'000	
City Regeneration													
Head of City Regeneration													
Head of City Regeneration	85	85		0%	100%	0%	Merge Planning & Building Control with the City Regeneration Service to create efficiencies in service provision particularly in areas such as sustainability advice and strategic planning policy for regeneration.	The merger of Planning & Building Control with the City Regeneration Service will result in management savings (a reduction of 2 FTE in Planning)	Effective staff consultation and service redesign	Sufficient expertise at an appropriate level to direct service and deliver customer confidence		0	Low impact is service redesign successful.
Total	85	85	1.4								0	0	
Economic Development													
Economic Development	595	426		0%	100%	0%	The Economic Development (ED) initiatives budget is significantly smaller than neighbouring authorities (e.g. BHCC ED £0.100m/ WSCC £0.600m). The ED Service is the only council service that is focused on helping business to survive and thrive. Business start-up in Brighton remains high (top 5 in the UK) however business deaths disproportionately high which impacts upon Business Rate income to the council. ED is working with and on behalf of local	Economic Development was restructured in August 2015 to better reflect service priorities and is now more streamlined and is focusing on new operating practices that will help to bring a more robust management and reporting structure to the team's activities. A 10% cut in the initiatives budget is proposed as a result of greater collaboration with external partners who will help to	Investment in staff training is needed to ensure that programme and project management principles are applied across the service thereby bringing efficiencies in how the remaining staff team operates and delivers its profiled outcomes;	Failure to undergo the Managing Successful Projects training will compromise the quality of delivery along with the ability to deliver the profiled business support outcomes and strategically important projects such as the creation of the new City Employment & Skills plan, and delivering on	15	0	If costs for delivery are shared there may be a reduction in the outcomes for projects locally. See Staffing EIA S16.

				Service & Financial Strategy						Savings Detail			
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retain In-House	Commercial Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
							businesses to build business resilience, reduce business deaths and thereby help to maintain business rate income to the council. CIPFA benchmarking data does not allow for the accurate comparison of ED functions elsewhere. The CIPFA indicators include areas that fall outside of the ED team remit, e.g. the council's property portfolio and the grants programme; therefore an accurate comparison is not possible; Modernisation Programme: Greater Brighton Devolution proposals and Greater Brighton Investment Programme . Explore opportunities for shared services to support Greater Brighton devolution proposals.	reduce some of the costs on projects such as the Commercial Property Database which may be delivered at a Greater Brighton City Region scale.		the recommendations of the Fairness Commission and the Employer Skills Task Force			
Total	595	426	7.5								15	0	
International and Sustainability													
International Team	164	164		0%	100%	0%	Retain service. Cost based on early benchmarking with South East Coastal L.As. Seek EU and other international funding to deliver	Efficiency saving through reduction in supplies and services budget	None. Budget saving already identified	None	5	0	None

				Service & Financial Strategy						Savings Detail			
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retain In-House	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
							corporate priorities, including modernisation. Support C2C LEP in delivering European Structural & Investment Funds, including developing a pipeline of bids.						
Sustainability - Biosphere delivery	124	124		0%	100%	0%	The sustainability function is not covered by the CIPFA VfM toolkit. Benchmarking has been carried out with the organisations of the Sustainable Cities Network which has established that the team is smaller and lower cost than comparator sustainability teams. In line with the Sustainability Action Plan, identify and secure external resources to deliver Biosphere projects, working with the Biosphere Officer and Biosphere partners; The work on the Environmental Management System is currently carried out by a dedicated post. These functions will be mainstreamed into core services, enabling the saving of 1 FTE post.	Service redesign resulting in the reduction of 1 post in the Sustainability function.	Effective redesign and consultation. Review of work on Environmental Management System (EMS) to consider whether function can be mainstreamed into core services (with Property & Design and the Events Team). Review of Biosphere delivery.	Low. There is a risk that the work is not picked up by core services due to lack of capacity.	40	0	Low impact if service redesign effective. See Staffing EIA S14.
Total	288	288	5.8								45	0	

				Service & Financial Strategy							Savings Detail		
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	£'000	£'000									£'000	£'000	
Major Projects and Regeneration													
Major Projects and Regeneration	309	309		0%	100%	0%	Retain the current team of four project managers delivering the City Regeneration programme of 13 major regeneration projects. Benchmarking with Bristol, a comparable city with similar regeneration goals and focus on sustainable regeneration, has shown that Bristol direct spend on major projects is considerably higher.	As well as investing in the future of Brighton & Hove and delivering economic growth for the City, new income is generated through completion of regeneration schemes through new business rates and council tax revenue and New Homes Bonus (N.B relates to projects that are in construction and additional to assumptions in MTFS).	Delivery of major projects on time and on budget is critical to success. Merger of the City Regeneration Service with the Planning service could create additional capacity through merger of complimentary services	With several major regeneration projects progressing to construction and significant capital funding allocated for projects through the City Deal and Growth Deal there is a risk that delivering a large scale complex regeneration programme with 4 project managers	53	192	None
Total	309	309	5.1								53	192	
Total City Regeneration	1,277	1,108	19.8								113	192	

				Service & Financial Strategy							Savings Detail		
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	£'000	£'000									£'000	£'000	
Housing General Fund													
Housing Services													
Head of Housing	205	188	4.0		100%								
Housing Options - supporting vulnerable households	1,141	1,141	33.6		100%		Statutory duty. Outsourcing unsuccessful in other LA's. Meets corporate plan priorities and the administrations priorities of reducing homelessness. Medium cost - benchmarked independently. We have high staff costs but also a very high number of assessments done relative to the number of households in the city (3 x the comparator group) so the unit costs per assessment are below median.	Service redesign to generate staffing efficiencies (of 2fte in 2016/17) and focus resources on homelessness prevention whilst improving the customer service and becoming more aligned with Health, ASC and Children's Services. Further reduction of the Housing Options service may adversely impact on our ability to prevent homelessness. Business case underway to provide homeless reviews for other LA's and in discussions to pilot with Lewes DC.	Service is currently undergoing the redesign. Effective implementation and subsequent review of service to ensure service redesign has delivered objectives effectively	Increased levels of homeless and associated temporary accommodation costs. Low risk as service redesign in progress.	88	137	Low impact; as service reduces, the requirement for consumables will reduce.
Housing Support	202	202	7.1	100%			This is a non-statutory service although it does provide support for statutory services, providing links between ASC services and Health and ensuring	Housing Support provides outreach and casework for homeless households in emergency accommodation. This ranges from ensuring someone has	Social service teams may need to provide additional support to enable households in emergency accommodation	Homeless may increase as a result of vulnerable households not provided with adequate support to maintain their	144	0	Two posts will continue to provide support. The more vulnerable homeless households and those

				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retain In-House	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
							people with complex needs are safe whilst in emergency accommodation. Medium – based on Supporting People benchmarking	claimed benefits to live off through to linking in with health and mental health and social work support. Reduce the team to two posts which will continue to provide support in ensuring benefits are claimed.	to maintain it and remain supported.	emergency placements			with complex needs maybe at risk and more likely to lose their emergency accommodation as a result. This could therefore impact adversely on achieving corporate priorities of reducing homelessness and improving health and wellbeing. See EIA 17 & Staffing EIA S18.
Total	1,548	1,531	44.7								232	137	
Housing Strategy & Development													
Housing Strategy (HS) & Development - delivering new affordable homes.	430	385	11.1		100%		Retain statutory service: Enabling development of new affordable homes through best use of assets; Working with partners and potential investors in the City and sub-regional to increase housing supply; Empty Property	An integrated service delivers savings through combining Head of Service roles with a reduction in one head of service and one administrator (savings shared equally between the general fund and HRA). Combining	Effective consultation with staff, unions and other services, taking into account service needs, to inform the review and design of the restructured service. Move to Housing	Implementation of new HMO license scheme would be jeopardised along with self funding fee income. Fewer empty properties would be returned to	48	62	Improved outcomes for Housing Commissioning / Client side through integration of strategy, development, HRA asset management and stock

				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retain In-House	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
							Strategy generates income & inward investment. Combine Head of HS, Development & Private Sector Housing (D&PSH) role with Head of Property & Investment (P&I) which offers opportunities to explore best use of existing resources and alternative delivery models. Embed alignment of Housing Strategy / Local Housing Investment Plan with P&I HRA asset management & stock review.	these service areas and the move to Housing Centre will also realise further efficiencies in future years.	Centre underway	occupation. Opportunity to align strategies would be lost.			review.
Total	430	385	11.1								48	62	
Private Sector Housing													
Private Sector Housing - improving housing conditions in private rented homes.	586	-4	0.0		100%		Retain statutory service: Housing Act, Housing Health & Safety Rating System & HMO licensing. Political & Greater Brighton (Devolution Prospectus) priority raising standards in the private rental sector (PRS). PSH team focus on:	Currently reviewing selective licensing v voluntary accreditation options within context of wider Housing Strategy. In investigating sub-regional shared services aligned to Greater Brighton Devolution Prospectus, HMO	Review of options for further licensing, resourcing and self funding would need to take into account that the additional licensing designation for the Lewes Road wards comes to	High risk: Any achievement of any self funding to cover appropriate costs has to be aligned to evidence available to support implementation of selective or		0	

				Service & Financial Strategy							Savings Detail		
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	£'000	£'000									£'000	£'000	
							Improving housing conditions in PRS and also management conditions in HMOs. PSH service is largely self funding. Future options aligned to combining HS, D&PSH and P&I services and Greater Brighton include developing multi-landlord / sub-regional property, investment and compliance services.	licensing would have to self fund.	an end within the period of this plan (05/11/17). Capital Investment would allow salary capitalisation to deliver programmes.	additional HMO licensing schemes. Review of sub-regional service offer may offer opportunities with BHCC as lead.			
Integrated Housing Adaptations Service	495	495	0.0		100%		Statutory: Care Act assessment and administration of Disabled Facilities Grant. Not benchmarked. Integrated delivery of service across all tenures not comparable to many local authorities. Investment in housing adaptations promotes independent living and has been demonstrated to	Service redesign reinforcing early intervention/preventative approach. Delivers an integrated multi landlord HRA/PSH service: making best use of housing resources; reducing capital (Disabled Facilities Grant) pressures; offering income generating opportunities to the Housing Adaptation Service. Prevention & investment options	Review existing capital & revenue resources and promote greater integration with Registered Providers. Focus on cross tenure housing options, promoting advice and support, developing the accessible housing register and ensuring	Managing demand and expectations from reinforcing a preventative approach, reducing the volume and capital expenditure on reactive adaptations in both council and private sector housing.	104	49	Service redesign will focus on prevention and alternative investment options to reduce pressures on Better Care Budget aligned to Housing Strategy, Health & Wellbeing Board, and

				Service & Financial Strategy							Savings Detail		
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	£'000	£'000									£'000	£'000	
							deliver significant cost benefits for both Health & Social Care and Children's Services.	reduce pressures on Better Care Budget. Savings for 2016/17 include a reduction of 1.81 FTE posts, supplies & services and HRA funding for Operations Manager and Senior Occupational Therapy work for HRA related support, commissioning and assessment.	best use of existing stock. Maximise income and review further integration with HRA programmes. Review Customer Service resource following move to Housing Centre.				Corporate Plan.
Total	1,081	491	36.9								104	49	
Temporary Accommodation & Allocations													
Homemove	214	74	17.3		100%		Retain service. The Council is legally required to allocate social housing in accordance with its Allocation Policy which is delivered through Homemove. External benchmarking undertaken by Acclaim shows that key activity areas have lower than average costs.	Service redesign to integrate Homemove with Housing options to deliver a more holistic joined up service. Review the Allocation Policy in the second half of 2015 to implement a restrictive Register in 2016/17 which will then create administration efficiencies (mainly for the HRA). The percentage of the Homemove costs attributable to the HRA need to be increased to reflect the actual split of the work.	None. Percentage of Homemove costs attributable to the HRA will be reflected in the HRA Budget	Schedule 4 of the Local Government & Housing Act 1989 defines that Homemove costs should be attributed to the HRA.	115	0	Improved outcomes include enabling a focused more holistic service, sensitive to the Housing needs of ASC and Children's services.

				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retain In-House	Commercial Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
Temporary Accommodation	14,933	873	37.0		100%		Retain service. External benchmarking shows that the costs are low. Providing temporary accommodation is a statutory duty except for those households where accommodation is provided for ASC teams and Children's services. The budget provides both emergency and short term temporary accommodation through private sector leases, a framework of qualified providers and nightly spot purchases.	Service redesign required to align resources with functions across the teams to create efficiency savings. This budget is likely to be under challenge due to increasing costs of the housing market. Procurement approach being sought to access accommodation outside the city and the South East in areas where costs are lower;	Effective consultation with staff, unions and other services, taking into account service needs, to inform the review and design of the restructured service.	Viability of the scheme undermined as it would be difficult to adequately manage lease owner expectations or the homeless tenants.	40	139	None
Total	15,147	947	54.3								155	139	
Travellers													
Travellers	613	602	6.0		100%		No benchmarking information available. Provision and upgrade of site and reinstatement of transit site should reduce the number of unauthorised encampments (UAE) and	Efficiency savings identified in maintenance costs of transit site, office expenses, income collection costs and from re-procurement of the waste contract.	Upgrade of site completed to timetable and reinstatement of transit site	UAEs and movement of travellers are unpredictable and while a range of measures can be put in place to deter them there is no	21	133	

				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retain In-House	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
							associated costs; provide opportunities to increase income from the site and reduce maintenance costs on refurbish site			guarantee that they will reduce			
Total	613	602	6.0								21	133	
Total Housing General Fund	18,819	3,956	153.0								560	520	

				Service & Financial Strategy								Savings Detail		
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	£'000	£'000									£'000	£'000		
Planning & Building Control														
Head of Planning & Building Control														
Head of Planning & Building Control	138	138		0%	100%	0%		Merge Planning with the City Regeneration Team to create efficiencies in service provision particularly in management and areas such as sustainability advice, strategic planning policy' and regeneration resulting in a net reduction of 2fte.	Effective staff consultation and service redesign	Sufficient expertise at an appropriate level to direct service and deliver customer confidence	81	78	Negligible if service redesign effective. See Staffing EIA S16.	
Total	138	138	2.0								81	78		
Business Development & Customer Services														
Business Development & Customer Services	610	610		0%	100%	0%	Retain. There is an ICT imperative to migrate the data from our MVM system to Uniform. Current MVM system does not meet service requirements. To enable the team to be workstyle we then need to move to electronic working to eliminate paper. The move to electronic working is expected to have efficiency impacts that will need to be identified	1. Data migration to Uniform system. Business case approved to move from the current planning system to the corporate system, Uniform avoiding additional future costs £0.151m. 2. Reduce reliance on paper and paper files. Current ways of working cannot be	Project 1 – Backfill scale 4 post (part year) and backfill Planning Officers for testing. To facilitate full testing and ensure successful migration of planning data to Uniform. If Uniform is not implemented in	Relies on support from ICT, backfill investment in staff and good project management. Risk that team is not workstyle compliant and efficiency savings not delivered.	6	100		

				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retain In-House	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
							through a BPI review. The team is required to work quickly and accurately in order to facilitate turnaround times in the determination of a planning application, a statutory function of the local authority. This is a high profile service. There is a political and reputational impact to performance issues associated with planning. VfM cost is low according to CIPFA data that has been independently verified by the Planning Advisory Service following research into 83 local planning authorities. Comparators include Unitary Authorities or London Boroughs.	accommodated within a Workstyles environment, thus the need for corporate support in moving to electronic case management. 3. Streamline service achieving efficiency savings throughout the service as detailed within this page following implementation of Uniform project and electronic case management. This project will achieve efficiency savings throughout the service as detailed within this page.	May 2016, further work to streamline the service will be severely compromised; Project 2 – Estimate for support and IT development for electronic case management. This project has yet to be scoped but without workflow running alongside Uniform to enable electronic case management, the service will not be Workstyles-ready Project 3 BPI team support and resource provided from current team;- 3				
Total	610	610	19.4								6	100	
Development Planning													
Building Control	754	-66		0%	100%	0%	Retain service. A benchmarking exercise in September 2013 showed Building Control to have the lowest net cost in the county.	Service redesign including reducing the use of consultants for regulation of sports grounds and	That sufficient numbers of qualified professionals are retained that have the	Demoralisation of staff and increased levels of workload/stress. ICT support	10	30	None - service maintained but at a lower cost. See

				Service & Financial Strategy							Savings Detail		
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	£'000	£'000									£'000	£'000	
							Income generation was the highest, with income generated per FTE surveyor being the second highest and number of applications per officer was the second highest in the County. Over the past three years the team has seen an increase in construction activity whilst at the same time attempting to deliver year on year budget savings. This is likely to have made the workload/income per officer even higher than the former benchmarking exercise showed in 2013. The service will also actively promote charging for additional work required to satisfy statutory requirements to ensure cost recovery is maximised	directly employing expertise. A number of Senior Surveyors staff are nearing retirement and a service redesign would support the training and development of new Assistant/Trainee staff to provide good succession planning whilst achieving small efficiency savings.	capacity to undertake the work of the team and support less experienced Assistants in the delivery of the service. Mobile working solutions and workstyles supporting more efficient ways of working and the teams ability to deliver the service. Negotiations to bring consultancy expertise in house are successful	essential to deliver robust mobile working solutions to assist in delivery of service			Staffing EIA S16.
Planning Control Applications	1,240	-23		0%	50%	50%	Retain service. Planning control applications score Low using CIPFA that has been independently verified by the Planning Advisory Service following research into 83 local planning authorities.	Planning application business process improvement review will result in efficiencies from 2017/18 in administration of planning applications.	Good project planning and adequate resourcing. Current backlog will need to be cleared before full impact of efficiencies can	Current backlog will need to be cleared. Successful recruitment to vacant posts essential to ensure	0	150	Improved outcomes through a more streamlined planning service. See Staffing

				Service & Financial Strategy							Savings Detail		
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	£'000	£'000									£'000	£'000	
							Comparators include Unitary Authorities or London Boroughs. Planning application BPI review which will result in efficiencies in administration of planning application. Unlikely the full impact can be assessed before introduction of electronic working		be assessed and realised.	capacity to deliver.			EIA S16.
							Indication that some developers would welcome ability to get confirmation that planning conditions have been met to facilitate early completion. Therefore additional income from Enforcement charging for confirmation that pre-commencement and other conditions have been met	Will require income generation project to be prioritised over investigation work. Market research is required to determine the levels of fees that developers would pay.	Risk that this service is not taken up if the fees are too high.		9	27	Improved outcomes as this would speed up planning process for developers
							Pre-application charges additional income from charging for minor applications and others from 2017/18	Clear communication with customers of expected levels of service.	Risk that this service is not taken up if the fees are too high.		0	100	None
Total	1,994	-89	42.2								19	307	
Planning Policy and Major Projects													
Planning Policy and Major Projects	909	897		0%	0%	100%	Retain statutory service. Comparison with private sector rates indicates that use of the council's in house Heritage Team represents a 60% saving compared to using consultancy; City Plan preparation is not	Proposal to market specialist knowledge of Heritage team etc. to other Local Authorities therefore increasing income. There is also the potential to	This team has significant experience and knowledge in these areas however this will require re-prioritisation of council's own	There is a risk that the market does not buy these services.	5	28	Negligible if re-prioritisation of work is successful

				Service & Financial Strategy						Savings Detail			
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	£'000	£'000									£'000	£'000	
							complete and very likely to require early review in addition to preparation of a part 2 plan (or preparation of single plan merging parts 1 and 2). Earliest likely complete plan 2018/19; Using relevant comparative data, against Bath, Bristol, Durham, Portsmouth and Southampton. Note: Cost data within CIPFA Toolkit includes the cost of a number of functions not covered by the budgets of the BHCC planning policy teams; Waste planning is statutory requirement and the work is being undertaken jointly with ESCC and SDNPA. Minerals and Waste sites plan to council in October for pre-submission consultation.	merge some parts of the team with the Regeneration Team creating efficiencies	work to access external fee income.				
							preparation of single plan merging parts 1 and 2). Earliest likely complete plan 2018/19; Using relevant comparative data, against Bath, Bristol, Durham, Portsmouth and Southampton. Note: Cost data within CIPFA Toolkit includes the cost of a number of functions not covered by the budgets of the BHCC planning policy teams; Waste planning is statutory requirement and the work is being undertaken jointly with ESCC and SDNPA. Minerals and Waste sites plan to council in October for pre-submission consultation.	Seek opportunities to charge for staff expertise (possibly as part of a sub-regional strategic planning unit). Future years savings will also include a gradual reduction in the use of consultants as the city plans progressively reach adoption	Both current staffing levels and consultancy budgets are likely to be required to meet government proposed timetable for adoption of local plans. Favourable outcome of inspector could lead to early adoption	Government policy changes have led to delays and are likely to continue. Risk that outcome of examinations is difficult to predict.	2	56	None, if plans are adopted according to plan
Total	909	897	15.7								7	84	
Total Planning & Building Control	3,651	1,556	79.3								113	569	

				Service & Financial Strategy							Savings Detail		
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	£'000	£'000									£'000	£'000	
Transport													
Head of Transport and Policy													
Head of Transport and Policy Note: saving applies across all services	403	403	6.8	0%	100%	0%	Retain. Non statutory but the service provides essential resource to support Local Transport Plan and other capital projects, including research, public engagement, data monitoring and analysis.	Review management and administrative functions as part of Transport Division and wider service redesign. The review will take into account Management Spans and Accountability (MSA) principles for designing the staffing structure. Proposals will be explored for greater integration (and therefore economies of scale) both within Transport and cross cutting with other services.	Effective consultation with staff, unions and other services, taking into account service needs, to inform the review and design of the restructured service.	Reduced levels of public engagement. Research and data monitoring not available to support capital projects or has to be outsourced at higher costs.	240	50	Effective redesign should ensure that most aspects of the service are deliverable to an acceptable quality. See Staffing EIA S22.
Total	403	403	6.8								240	50	
Highways													
Highways Inspection and Licensing	646	303	19.2	0%	100%	0%	This is a contractual obligation and a statutory duty. If the authority can demonstrate that it has a maintenance regime, which includes routine inspections and repairs, then it has taken reasonable care. Under the Section 58 defence it is recognised that the	Review of management and inspection team as part divisional/cross cutting review of councils inspection function. Highways inspectors role covers both inspecting and ordering of works; Closer integration with Streetworks permits to streamline				0	See Staffing EIA S22.

				Service & Financial Strategy							Savings Detail		
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	£'000	£'000									£'000	£'000	
							authority is carrying out the right functions to look after the condition of the highway correctly. Our inspection & maintenance regime mitigates against circa £5 million insurance claims to the council.	processes and improve efficiency, introduce new ICT system to enable customers to licence objects via their mobile phone, PC or other internet-enabled device, thus making the process easier and faster and reducing paper based procedures and therefore the amount of time staff need to be office based; New contract with Sussex Police for abandoned vehicle removal, surplus on sale of vehicles over £800 goes to BHCC, but returns likely to be minimal; Review fees as against service level e.g. multi media A-Boards; income likely to be minimal.					
Lighting and Illuminations	2,732	2,732	4.0		100%		Seafront festoon lighting & amenity lighting of public realm is not statutory but supports the visitor economy and its removal would run counter to current seafront and public	Efficiency savings from one off reduction in street lighting general and structural maintenance due to ongoing improvement (age profile) of columns. In addition	Should be minimal risk.		15	6	Community safety & resilience is supported by effective street lighting.

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	£'000	£'000									£'000	£'000	
							realm initiatives in the city.	there is a reduction in borrowing costs for past programme of lantern replacement.					
								Increase in borrowings due to Invest to save Green Investment Bank programme. This will generate savings in electricity and maintenance costs through modernisation of equipment.	A full business case will need to be prepared and agreed.	If the investment case cannot be made, the equipment will require increasing maintenance and will deteriorate further.		450	
Network Management	2,714	2,535	12.8	0%	100%	0%	The Highways Asset Management Programme (HAMP) will include a business case for transferring spend from reactive to planned maintenance but this will require significant investment, e.g. £30m to make a difference to current situation of managed decline; Statutory duty to maintain existing highway furniture. CIPFA VfM shows Planned Highway Maintenance Costs are low. Out of Hours service is a statutory	It is proposed to reduce spend on reactive maintenance by 10% over the four year period. The planned highway maintenance budget which supports reductions in routine repairs was reduced by 60% in 2012/13 putting more pressure on the routine repairs budget. This budget responds to all genuine safety hazards such as large potholes, broken paving etc. and significant cuts could put the council at risk of increased	A robust Highways Asset Management Strategy will support greater contributions from the DfT's Capital Incentive fund (introduced from 2016/17) which will increase investment on the Highways. Re-organisation of team shift patterns is already implemented.		54	132	Negligible

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	£'000	£'000									£'000	£'000	
							service which has received praise for its quick response to the Shoreham air disaster. Outsourcing options have been investigated and it would cost much more e.g. £350 per call out. Shared contract arrangements already in place with e.g. SE7. Highway Asset Management in process of procuring a software system to analyse and model highway asset condition and forward works programme in order to increase the council's rating for future capital funding from DfT; Traffic and streetworks management is a statutory requirement and benchmarking is underway to explore offering this service to other local authorities.	insurance claims. Efficiency savings also include £0.010m reduction of overtime payments as a result of re-organisation of team shift patterns to reflect service demand.					
Traffic Signals and Systems	1,063	1,035	4.6	0%	100%	0%	Retain service. These budgets represent the real time bus information maintenance	A target 5% efficiency saving in 2016/17 through reduction in structural maintenance	Should be minimal risk.	None	52	0	Negligible

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	£'000	£'000									£'000	£'000	
							(£0.216m) and safety maintenance traffic signals (£0.819m), which includes Variable Message Signs, CCTV and traffic signals. There is a statutory duty to maintain this existing infrastructure. Cost per traffic signal site is in the mid-range quartiles of authorities sampled	spending which is partly achievable due to the gradual modernisation of equipment but also relies on extending the lifecycle of existing equipment					
Winter Maintenance	304	304		0%	100%	0%	Statutory duty to make reasonable provision to keep roads clear of ice and snow. BHCC concentrates on A&B roads and bus routes and provides grit bins to local residents	Encourage community resilience. Investigate securing public health funding to reduce trips & falls				0	
Total	7,459	6,909	40.6								121	588	
Highways Engineering													
Highways Engineering	795	795	8.0	0%	100%	0%	Statutory duty to maintain highway structures, coastal structures and to mitigate floods. Covers cost of managing the Highways Asset Management Plan (HAMP) programme and data gathering to support National	Explore shared services with other local authorities. Explore sale of professional services. External professional expertise is already being used to improve the efficiency of the service. An increased focus on preventative				0	

				Service & Financial Strategy							Savings Detail		
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	£'000	£'000									£'000	£'000	
							Highways & Transportation (NHT) benchmarking. HAMP creates efficiencies and is used to draw down DFT incentive funding. The sum includes statutory inspections which are essential for safety. Council resource is used to draw in funding from other agencies to bid for seawall and groyne projects. Supports management of statutory duties and key capital projects. Staff costs are wholly recharged to capital; BHCC is a lead flood authority and is in the top ten most flood prone areas with over 30,000 homes at risk. Funding is used to draw down matching additional Environment Agency funding.	maintenance could lead to a larger proportional reduction in reactive maintenance producing long term savings for the council					
Total	795	795	8.0								0	0	
Parking Services													
Off-Street & Leased Car Parking	2,044	-3,493		0%	100%	0%	Retain service. Corporate critical income budget. Surplus after costs is	Savings identified include a reduction in borrowing costs for past parking	Opening of i360 commences June 2016 which is currently on	A delay in the opening of i360 will reduce income	71	199	Corporate critical income, economy &

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	£'000	£'000									£'000	£'000	
							highest in a sample of 7 comparable authorities. £1,201 per space; 2nd highest £563 per space. Review operating model of HRA housing owned car parks to identify future efficiency savings	refurbishment programmes and additional income from the Regency Square car park from the opening of the i360, in June 2016.	schedule.	from car parking.			tourism impacted if no programme for refurbishment.
											40	10	None. Car park does not currently run at full capacity. So income reflects increased customer demand.
Decriminalisation of Parking Enforcement (On-Street Parking)	7,139	-14,675	35.0	0%	100%	0%	DPE Income to cost ratio was 3rd highest in sample of 26 comparable authorities at £2.48 income for every £1 spent	Increased parking income following tariff amendments to reflect traffic management objectives, as approved at Environment, Transport and Sustainability Committee in January 2016. Extend controlled parking zones where residents are in support and smart enforcement review. Note these savings	Consultation with residents and stakeholders. Robust implementation plan.	Less resident satisfaction due to parking issues. Demand for on-street parking can be influenced by a number of factors outside the control of the service.	313	422	Improved outcomes from resident satisfaction

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	£'000	£'000									£'000	£'000	
								are net of any additional borrowing costs.					
Parking Infrastructure and Maintenance	2,078	2,053	26.0	0%	100%	0%	Monitoring & supervision of city centre car parks & bus lane enforcement, including out of office hours service; Maintenance of traffic signing and lining, street name plates, creation & amendment of traffic orders, including provision of disabled parking bays, alterations to parking restrictions to support DPE. Staff resource create & amend resident parking zones; Maintenance of on street & off street pay parking payment machines, maintenance staff costs, vehicles and uniforms.	These teams support the delivery of the budget savings identified in car parking and DPE services. Service redesign to deliver savings under the MSA principles is included within Head of Transport.				0	
Total	11,261	-16,115	61.0								424	631	
Transport Planning & Road Safety													
Transport Planning and Policy	622	327	20.9	0%	0%	100%	Cost of Traffic Management and Road Safety service is low compared to other authorities and	Expand the provision of professional services to other partners and LA's such as Road Safety	Successful marketing and advertising of services	Resources under utilising due to a lack of external work	20	30	None. Additional income.

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	£'000	£'000									£'000	£'000	
							reflects the relatively small capital and revenue budget available for a city of this size. Delivers Local Transport Plan & other key capital projects; This budget includes income from selling advertising space on bus shelters.	Audits Extend contract to cover other areas e.g. media shelters and secure increased income Generation of fee income from developers from pre application advice	Contract management to ensure advertising spaces are let Fees need to be set at a rate developers will pay	No customers for advertising space. Pre app advice income does not meet targets because developers go directly to application rather than use officer pre- app advice	5	15	None
Road Safety and Education	321	273	12.1	0%	100%	0%	Whilst Road Safety Investigation and subsequent measures is a statutory function, the savings proposals here are non statutory but impacts on road casualties for vulnerable pedestrians. Resources and staff costs for physical measures, campaigns, presentations & community events aimed at our four priority road user groups (motorcyclists,	Part withdrawal of resource for managing engineering measures, campaigns, presentations and community events & liaison, whilst retaining core statutory services of accident investigation. Majority of staff are externally funded and/or work in accident investigation. Reduce contribution to the Sussex Safer Roads Partnership by £0.040m	Resource withdrawn and contribution reduced		40	0	Impact on children & young people, health & well being, community safety & resilience, increasing equality. Directorate objective 3 Progress & deliver the Road Safety Strategy. See EIA 18.

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	£'000	£'000									£'000	£'000	
							cyclists/ pedestrians, young drivers and workplace drivers) as well as a presence in the summer play day programme and at school, college and university health & welfare open days; There are 22 school crossing patrol sites covering mainly primary schools.						
Public Transport	1,308	1,250		10%	90%	0%	Provides financial support for bus services operated under contract to the city council, where bus operators do not find it economic to provide a service on a commercial basis. Historically, some supported routes do eventually become commercial.	The current supported bus network comprises a number of complete routes and the extension of some commercial routes to operate during the evening or at weekends. Early discussions have taken place with bus operators and the route 37 is to become commercial from April providing a saving to the council.	The council is required to have regard to the transport needs of members of the public who are elderly or disabled; its statutory duties under the Education Act 1996 are to provide transport for entitled pupils.	The bus operator decides that the route is not commercial. If this happens the council may need to reconsider its options	132	0	There is likely to be no impact due to the service continuing commercially. If the operator decides the service is no longer commercially viable there would be an impact to the local community.
Total	2,251	1,850	33.0								202	45	
Total Transport	22,169	-6,158	149.4								987	1,314	

Service Information				Service & Financial Strategy				Savings Detail		
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	£'000	£'000						£'000	£'000	
Housing Revenue Account										
Capital Financing										
Capital Financing	31,178	31,145		Capital financing costs are calculated based on existing borrowing and any new borrowing anticipated during the financial year.	Capital financing charges will be reported to Housing & New Homes Committee (Jan 2016) and Policy & Resources Committee (Feb 2016)				0	
Total	31,178	31,145						0	0	
Rents & Charges										
HRA Rents & Charges	-76	-50,738		Rents are calculated in accordance with government guidance	Rents and service charges will be reported to Housing & New Homes Committee (Jan 2016) and Policy & Resources Committee (Feb 2016)				0	
Total	-76	-50,738						0	0	
Head Of Housing HRA										
AD Housing Management	463	463		The target is to aim for the cost per property for housing management services to reduce in line with the median for councils in London and the South East (ref: Housemark).	Agency budget no longer required resulting in savings of £0.020m. Review of Supplies & Services expenditure identified £0.011m saving	Already achieved.	Low risk	31	0	None
Service Wide Savings from Reviews					A programme of service reviews to be conducted over 3 years with aim to achieve cost savings across the HRA management and repairs and maintenance revenue budgets. Each review will follow 'lean thinking' principles. Actual savings achieved will be updated as reviews progress.	Consultation with staff, unions, and residents	Efficiency savings may not be achieved at pace.		750	Negligible if service redesigns are effective
Support Service	2,985	2,985			The council agreed in	Consultation with	Low risk - the	354	0	Commissioning of

Service Information				Service & Financial Strategy				Savings Detail		
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Charges					2015/16 a HRA contribution of £0.080m to support the continuation of the play bus service provided by Children's Services, which included the proposal of developing a more targeted service on council estates. The HRA support was for 1 year only. In 2014/15 the council agreed HRA funding of £0.145m to support the Discretionary Grants Programme which is now to cease. Support service savings of £0.129m have been identified from service redesigns around the council.	staff, unions, and residents	support was for one year only.			the service lies with the Director of Children's Services. Alternative options are being explored. See EIA 19a & 19b
Total	3,448	3,448	1.60					385	750	
Estate Regeneration Team										
Estates Regeneration	290	290		Key political priority to deliver new council homes and this team is responsible for the delivery of the new homes for neighbourhoods programme.	Net HRA saving £0.030m of Estate Regeneration management costs through service redesign. Reduce supplies and services budget and increase in capitalisation of project and programme management costs to individual schemes £0.007m per annum	Effective staff consultation and service redesign	Low risk	37	21	Improved outcomes from new homes in the city
Total	290	290	5.60					37	21	

Service Information				Service & Financial Strategy				Savings Detail		
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	£'000	£'000						£'000	£'000	
Housing Strategy										
Housing Strategy	524	524		The allocation of social housing is delivered through Homemove. External benchmarking undertaken by Acclaim shows that key activity areas have lower than average costs. The disabled adaptations team delivers an integrated multi landlord HRA/Private sector housing service making best use of housing resources and reducing capital (Disabled Facilities Grant) pressures.	Service redesign to integrate Homemove with Housing options to deliver a more holistic joined up service. Review the Allocation Policy in the second half of 2015 to implement a restrictive Register in 2016/17 which will then create administration efficiencies mainly for the HRA. These efficiencies will be included in future years savings plans.	Effective staff consultation and service redesign	No savings included at this stage		0	Improved outcomes from a more holistic joined up service
Total	524	524	12.90					0	0	
Income Inclusion Improvement										
Income Inclusion Improvement	4,078	1,191		The target is to aim for the cost per property for housing management services to reduce in line with the median for councils in London and the South East (ref: Housemark).	Savings of £0.119m anticipated to be achieved (over 2 years) through a consultative review of resident involvement, designed to increase engagement while streamlining costs. All functions will be considered for their effectiveness e.g. administration, grant allocations, engagement, scrutiny, communications, and tenant association support. Reduction in agency costs from the end	Effective staff consultation and service redesign; as well as effective and timely resident consultation	Low risk for 2016/17	239	100	Improved outcomes and opportunities for wider tenant participation. See Staffing EIA S17.

Service Information				Service & Financial Strategy				Savings Detail		
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	£'000	£'000						£'000	£'000	
					of back scanning project of £0.105m. Efficiency savings from a reductions in 3fte vacant posts throughout III of £0.115m					
Total	4,078	1,191	90.17					239	100	
Property & Investment										
Commercial Rents	0	-537		Commercial rents on the 97 units in Cluttons managed portfolio will continue to be reviewed in line with market while supporting community enterprises. Bulk of 5 year rent reviews were undertaken in 2014/15.	Over the 4 year plan 4% of portfolio is due for rent review and 11% have leases ending in the period and therefore there maybe potential above inflation increases in the future but details are unknown at this stage. Asset Management Strategy may also offer opportunities to invest to support overall income.	Rent reviews are undertaken as part of the Cluttons contract	No savings included at this stage		0	None
Property & Investment Management including Repairs & Servicing Contracts	12,607	12,536		Combine Head of Housing Strategy (HS), Development & Private Sector Housing (PSH) role with Head of Property & Investment (P&I) Team. An integrated service would deliver revenue savings, initially through combining the Head of Service role but with further review of synergies to reduce costs aligned to combining these Housing General Fund & HRA service areas.	A saving of £0.300m relating to responsive repairs reflecting current underspend on this budget aligned to loss of homes to Right to Buy (RTB) & Brighton & Hove Seaside Community Homes (BHSC) and a period of increased proactive investment in our housing stock. Procurement and ongoing contract review has the potential to deliver further savings. Outcome of gas contract re-procurement is	Response repairs saving already achieved. Effective staff consultation and service redesign;	Low risk	348	300	Improved outcomes from efficiency and effectiveness

Service Information				Service & Financial Strategy				Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000						£'000	£'000	
					imminent with potential savings. £0.048m saving through combining Head of HS Development & PSH role with Head of P&I Team and full year effect of P&I team redesign.					
Total	12,607	11,999	38.77					348	300	
Tenancy Services										
Tenancy Services	5,087	4,997		The target is to aim for the cost per property for housing management services to reduce in line with the median for councils in London and the South East (ref: Housemark).	Reduction in Community Payback Scheme payments where the budget is no longer required (£0.040m), and savings on gas contract and supplies & services (£0.090m). Tenancy Services redesign will achieve efficiencies of (£0.100m) including the reduction of 0.35 FTE Estates Business manager post (£0.016m)	Supplies & services savings already achieved. Effective service redesign and tenant and staff consultation.	Low risk	246	0	Improved outcomes from efficiency and effectiveness
Sheltered Housing	1,873	-2,856			Estimated savings on gas contract of £0.033m; Final phase of the removal of transitional protection of the intensive housing management charge (as agreed as part of the 2014/15 Budget Report) will deliver additional income of £0.105m	None. Charges already calculated	Low risk	138	0	None
Total	6,960	2,141	141.12						384	0
Total Housing Revenue Account	59,009	0	290.16					1,393	1,171	

Assistant Chief Executive's Directorate: 4-Year Budget Strategy

Direction of Travel and Context

The services currently under the Assistant Chief Executive's Directorate are a mixture of corporate services alongside community focussed commissioning, heritage, libraries, leisure and tourism. The 4-year integrated budget strategy aims to make savings, enable greater future sustainability, increase income and to modernise and improve services.

This will be achieved through redesigning staffing structures and roles, through radical change in some of the operating models and through increasing income and commerciality.

Although many of these services are not statutory, they have a major impact on people's lives and the future of the city's health and economy. The jobs in the cultural, creative and tourism sectors collectively make up nearly a third of the city's employment and we own much of the city's essential heritage and cultural infrastructure. The council's role in supporting these sectors is crucial although it will have to change. The library service has good customer and user satisfaction and is well used and libraries have a key role to play in supporting communities, but they cannot stand still and must be able to improve value for money in the context of the financial challenges ahead.

Key Proposals and Strategy

Service transformation is being proposed in the library service, with a three month public consultation in progress on significant ideas for changing the way we run the libraries network. The aim is to increase opening hours whilst reducing the cost base. There are also proposals around some of the buildings to minimise operational costs and potentially generate capital resources. All of this is based on a very detailed needs analysis. In the longer term we will look to potential new models of operation such as shared services with other neighbouring local authorities.

It is proposed that the Royal Pavilion and Museum service would move to **Trust status** with the Brighton Dome and Festival to become, eventually, one large-scale cultural trust for the city. There are also significant capital development plans in place to improve the estate, the gardens and the buildings, in order to make radical improvements. The Trust and the improved estate would be better placed to generate income and fund-raise, to create a sustainable future and to develop programming and participation opportunities across the whole site.

We will also continue to pursue options to establish alternative models of delivery for the city's Visitor Services, which are essential to the support of the tourism sector but that need a more sustainable resource base.

More streamlined structures with fewer staff will be developed whilst aiming to retain the ability to deliver core services; Communications will undergo a first phase of redesign moving to a reduced number of staff with communication skills and more operations online for example.

There is a need to create an engine in the organisation to drive a community collaboration agenda and this will be done through significant service redesign and combining functions. This would both work across all other services and engage directly with residents and communities – responding to the Fairness Commission findings, driving cross-cutting thematic agendas and leading on building new relationships with community groups, the third sector and city volunteering. Unless there is closer working with residents and communities, existing

relationships will not change which is unlikely to be unsustainable for public services into the future.

Key Risks

The library service transformation and development of a cultural trust and the delivery of the capital programme for the Royal Pavilion Estate are all significant projects that contain a wide range of complex technical elements including capital investment, digital service development, employment law, contractual negotiations, health & safety considerations and complex financial business cases and operating models, all of which will need appropriate advice and support in order to ensure viability and best value.

Assistant Chief Executive

Service Information			Savings		
Unit	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Savings 2016/17	Savings 2017/18 to 2019/20
	£'000	£'000		£'000	£'000
Communications	1,743	782	28.61	140	178
Corporate Policy & Communities	4,532	4,146	34.12	375	386
Royal Pavilion & Museums	8,651	3,200	130.50	295	748
Libraries	5,634	5,175	92.25	309	742
Sport & Leisure	2,660	-10	35.71	160	202
Tourism & Venues	5,368	1,415	55.90	277	145
Directorate Totals	28,588	14,708	377.09	1,556	2,401

Service Information				Service & Financial Strategy						Savings Detail			
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
Communications													
Communications	839	812	16.87	0%	100%	0%	Service re-design is being driven by the needs of services. There is limited benchmarking information for this service area, however, information from nearest neighbours will be used to further inform the re-design and compare costs and services with others.	Introduction of a business partnering service for the council offering multi-skilled communications teams working as part of the service.	Upskilling and multi-skilling of the team. Better identification of communications needs across the organisation and use of City Tracker communications indicator will help the redesign. Effective consultation with staff, unions and services is needed.	Funding would be required on a project basis in later years for service demands that are over and above the core service offer.	125	133	Potential for improved service to the organisation, improved customer satisfaction, and development of multi skilled staffing. See Staffing EIA S19.
Graphic Design Team	146	0	3.74	0%	0%	100%	In-house service currently recovers	Aim is to cover all costs	Needs a more commercial	Resource capacity within	0	0	None.

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
							direct costs through recharges but not all overheads. The aim is to increase the proportion of external business.	including overheads through income generation. Consideration could also be given to moving to an external commissioning model in the longer term.	approach and focus on bringing in new business in order to succeed in the longer term.	team may be an issue and the market for external business is untested which may reduce income opportunities.			
Print & Sign Unit	758	-30	8.00	0%	0%	100%	Continue to commercialise and generate greater income to contribute to overheads.	Review potential to reduce costs or increase income.	Service must continue to contribute to overheads.	Insufficient work processed will impact on viability and therefore savings.	15	45	None.
Total Communications	1,743	782	28.61								140	178	

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
Corporate Policy & Communities													
Chief Executive and Assistant Chief Executive													
Chief Executive and Assistant Chief Executive	348	348	3.00	0%	100%	0%	This budget supports the salary and work of the Chief Executive Officer and Assistant Chief Executive.	No change proposed.	n/a	n/a	0	0	None
Total	348	348	3.00								0	0	
Leadership & Civic Support													
Political Administration Support	230	210	6.76	0%	100%	0%	Service redesign to be undertaken.	Service review to explore how further efficiencies can be achieved through pooled working across service areas and service modernisation.	Continuity of service and support must be assured. Requires effective consultation with staff, unions and services.	Costs may re-emerge if service continuity is not secured.	63	0	None expected
Senior Management Support	97	97	4.00	0%	100%	0%							
Civic Mayors Office & Mayors Allowances	107	107	2.00	0%	100%	0%							
Total	434	414	12.76								63	0	
Corporate - Policy													
Policy & Partnerships	551	488	8.05	0%	100%	0%	Relocation of services in this area and merger with other areas in the future e.g. potentially with Communications and/or Performance teams. Service redesign to streamline activity will also be	Management saving through deletion of the Head of Corporate Policy and Communities post together with service re-design within Policy and	Continued support for successful partnership working needs to be in place. This will not only support priorities and partnership working but ensure partner funding support is maintained.	Ineffective redesign could impact on capacity/support in this area resulting in potential impacts on partnership working and funding.	104	0	None expected

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
							undertaken.	Partnerships.	Effective consultation with staff, unions, services and partners is required to effect the service redesign.				
Total	551	488	8.05								104	0	
Communities													
Communities and Third Sector Development staffing and operational budget	195	195	4.81	0%	100%	0%	There is a need to create a single, streamlined and integrated resource to support Community Engagement and co-operative working.	Proposed merger with Community Safety services in Public Health. In the longer term the aim is to integrate further with some elements from Housing Services.	Creation of robust resource delivering the Communities agenda and supporting budget reductions in other areas through activities such as demand management and supporting a volunteering strategy. Requires effective consultation with staff, unions and services.	Impact on saving opportunity and ability to support community engagement effectively.	200	0	Effective integration should improve engagement and policy development.
Communities and Third Sector Development Commission	676	518	0.00	0%	100%	0%	Current contracts run until 31st March 2017. Provides key infrastructure support to community and voluntary sector organisations to improve their	Merge the commission and grant programme and redesign and deliver a new more sophisticated, targeted	Long term aim is for stronger key third sector organisations to support council/city priorities and be able to deliver commissioned	Potential economic risk as some third sector organisations may close and the demand they managed could then	0	300	May result in less active citizenship in neighbourhoods and communities. Rather than reducing demand on

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	Commercial Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
							<p>efficiency, effectiveness and reduce dependency on council funding/contracts. Supports third sector organisations to develop and transform in response to the increasing demand on their services from reduced public sector provision. Community development provision is required to be maintained to continue to grow and foster community resilience and self-help in communities. This is likely to be an area of growth again as public service provision reduces and greater reliance on self-help in communities. Key element of delivering greater resilience through new ways of</p>	<p>investment in the third sector whilst reducing overall level of investment. Potentially long lead-in time and savings would be delivered with effect from 2017/18.</p>	<p>services from other areas of the council. Increased voluntary activity in communities to increase resilience over time. Requires very effective commissioning and targeting of investment to avoid increasing demands on statutory services. Requires member support and effective engagement with partners and the third sector.</p>	<p>present to the city council. Similarly, there could be reduced voluntary action in communities that was diverting demand from statutory services.</p>			<p>statutory services it is possible there could be an increase as there may be less overall community action, volunteering and third sector support across the city.</p>

Service Information				Service & Financial Strategy						Savings Detail			
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	"Commercial" Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
Grants Programme	1,672	1,527	0.00				working. The budget figure for 2016/17 shows a further one year deferral of the £165k reduction proposed 3 years ago, prior to this budget transitioning to the Commission. It is also proposed to remove the £145k HRA funding, which has been part of the grants budget for the last two years in 2016/17.	as above	as above	as above			
Grants Programme Staffing and operational budget	129	129	1.81	Yes			Planned to use the budget in 2016/17 to facilitate transition to a new third sector investment approach.	as above	Requires member support and effective consultation and engagement with stakeholders to put in place a restructured service.	Insufficient capacity in restructured service could impact on deliverability of above proposals.	0	55	None expected
Equality & Cohesion	221	221	3.69	0%	100%	0%	The service ensures that the council meets its legislative duties under the 2010 Equality Act and achieves the highest standards under the LGA peers assessment Equality Framework	Proposal is to reduce budgets for the staff workers forum and withdraw funding for council presence at the Pride Parade (with alternative no cost options to	Small efficiency saving. No impact.	None expected.	8	0	None expected. See EIA 21.

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	"Commercial" Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
							for Local Government, and supports the duties of the Neighbourhoods, Communities & Equalities Committee. Minimal savings only are possible as continued external visibility of the council's commitment to equality is essential.	be considered).					
Healthwatch and NHS Independent Complaints Advocacy Service (ICAS) contract	306	306	0.00	0%	0%	100%	To meet legislative duty for each Local Authority area to have an independent health and social care watchdog. A review of the contract will be undertaken.	Existing contract to be extended for one year and then reviewed following reporting of the Fairness Commission and the Healthwatch and NHS ICAS peer review and be recommissioned in 2016/17. Aim is for a 10% reduction in contract value from 2017/18.	Dependent on appropriate contract and performance management arrangements.	Reduced service to investigate and scrutinise health and social care provision in the city. Recommissioned service must avoid the risk of not meeting legislative requirements.	0	31	None expected
Total	3,199	2,896	10.31								208	386	
Total Corporate Policy & Communities	4,532	4,146	34.12								375	386	

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
Royal Pavilion & Museums													
<u>Overall rationale for Plan</u>													
Whilst museums are non-statutory they are in the service of society and its development through communicating, exhibiting, conserving and researching the collections they hold in trust for the purposes of education, inspiration, study and enjoyment. They also give distinctiveness to a place. In Brighton and Hove, the RPM is also a key player in what attracts visitors to the city with collections of local, national and international significance. The RPM leads on Museum Development in the South East for the Arts Council supporting 300 museums. RPM delivers good value for money due to significant grant funding secured, and successful fund-raising and commercial activities undertaken. An alternative governance model to enable the service to become financially resilient is currently being developed and is a key workstream of the modernisation programme.													
Royal Pavilion & Museums													
Management of 5 sites open to public, 8 other sites of historical importance, off site store.	5,411	1,283	111.91	0%	0%	100%	See overall rationale above. The aim is to reduce costs, improve financial resilience and future-proof the service for social and economic benefit, community engagement and health & wellbeing through development of a trust model.	Part of Royal Pavilion & Museums modernisation project. Business case currently being developed to include proposal to transfer to a Trust including: Reviewing requirements of 4/5 Pavilion Buildings (rented offices, & shop & tea room) and the off-site store; Reviewing contracts - including energy; Continuing to reduce staffing costs and assessing vacant posts as they arise; Re-assessing the use of casual staffing and	Ability to deliver efficiencies, whilst maintaining and developing the service. Staff whose work is linked to accreditation and government indemnity insurance standards, and delivery of grant funded projects, are essential for future funding opportunities. Loans for exhibitions. Requires effective consultation, engagement and negotiation with all stakeholders including staff, unions, funding and delivery partners,	Options for moving to Trust are reliant on a securing a funding stream from the council (over several years). Impact on service delivery and ability to continue to meet accreditation standards are important to avoid impacts on grant funding. Delays in agreeing and transferring to a Trust model will impact on savings and sustainability.	60	170	Reduced capacity to deliver services needs to be managed effectively to avoid impacting on the quality of the service offer.

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
								growing opportunities for greater use of volunteers.	members and customers.				
Commercial Income (Admissions, Retail & Catering) £3.7m	0	<i>incl above</i>	n/a	0%	0%	100%	See overall rationale above. Maximising income and fundraising opportunities is a key strand of the modernisation project.	Included in Royal Pavilion & Museums modernisation project including: Reviewing other commercial opportunities (e.g. use of the garden for hire); Options appraisal to be carried out for use of commercial spaces; Extending consultancy services; Developing self-financing strategies for Booth, Hove & Preston Manor; Extension of cultural exemption to all sites; Continue to develop fund-raising opportunities; Reviews fees & charges.	Achieving change with existing staffing resources (including support from other services) needs to be managed closely to avoid delays. Fit for purpose IT infrastructure and digital services are needed. Market conditions are currently favourable but cannot fluctuate. Needs effective engagement with members, the public and other partners to ensure understanding and support for change.	Options for moving to Trust are reliant on a secure funding stream from the council (over several years). Staffing capacity to deliver the project is a key risk to timely delivery.	145	202	Minimal impact as this is an income generation, market led activity. See EIA 22.
Arts Council grant funding - (1) Major	1,223	0	15.49	0%	100%	0%	This budget relates to grant funded activity only. Arts	Sustained grant funding.	Continued leadership role in delivering	Continual pressure on core funding as	0		None.

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
Partner Museum and (2) Museum Development Service (for the entire South East of England)							Council MPM funding which delivers exhibitions, community engagement, schools and pre-school programmes etc. MDS is delivered in partnership with Chatham Historic Dockyard, Oxfordshire County Museum and Hampshire Museums. 3-yearly bidding exercise - next round due end of 2017 for 2018/19 to 2020/21.		museum development for the South East is an important factor in receiving Major Partner Museum funding, which delivers a whole range of programmes across RPM. Dependent on key staff to deliver (as match funding). Keeping Arts Council informed and involved in the development of the service is key.	match funding is required to secure grant funding. The level of funding may be reduced through Government funding reductions to the Arts Council.			
James Green Trust funding	60	0	1.00	0%	100%	0%	Dedicated funding for the world arts collections and curator at Brighton Museum. Continue service as is.	No change proposed.			0	0	None.
Total	6,694	1,283	128.40								205	372	
Partnership Arrangements													
Contribution to Brighton Dome Festival Limited (BDFL) Trust in line with agreement	1,556	1,556	n/a	0%	0%	100%	Grant agreement with BDFL, which includes an inflationary uplift each year with no break clause. Potential to review when new governance model	Included in Royal Pavilion & Museums modernisation programme. The current level of funding (plus 2% inflationary uplift) is required to ensure	The Phase 1 capital bid for the Corn Exchange and Studio Theatre relies on this continued level of support.	Risk to the capital scheme if this funding was reduced.	0	466	None expected.

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
							is put in place toward the end of the 4-year period.	continued financial viability of BDFL and support the capital scheme. An opportunity exists to renegotiate the level of funding over the next 4 years, with a plan to reduce by 30%, as part of new governance arrangements towards the end of the period.					
Partnership running of the Archive service for the city through the Keep in accordance with agreement with ESCC and Sussex University	401	361	2.10	0%	0%	100%	Contribution to the Keep to ensure the continued safeguarding of the City's archives to meet the national archive standards. There is a 3-year commitment to the same level of funding included in the business plan, as per the Keep Operation and Management Agreement, October 2013.	Discuss with ESCC, as the Lead Partner, opportunities for increasing commercial revenue and reducing costs, where possible. Use of the Keep capital underspend to cover one year's maintenance fund requirements in 2016/17 (one-off savings).	Ongoing collaborative working between the 3 parties and identifying any efficiencies and opportunities.	None.	90	-90	None.
Total	1,957	1,917	2.10								90	376	
Total Royal Pavilion & Museums	8,651	3,200	130.50								295	748	

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budgeted FTE	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
Libraries													
Library PFI	2,433	2,433	n/a	0%	100%	0%	Delivering a significant element of the statutory service, the PFI contract has demonstrated value for money and is contracted to 2029. The PFI contract is partly covered by a government grant of £1.5m p.a. that is part of the council's settlement funding. The actual net expenditure on the PFI is £1.078m. The libraries modernisation programme will set out a road map for changes over 15 years. Bookfund reductions will also be made, reflecting building reduction, usage and the move to	External consultants will be engaged in 2016 to look at potential savings against the PFI contract. Bookfund saving in 2016/17 is due to changes to two libraries. Later years' savings include Facilities Management services reduction in Jubilee Library and further Bookfund savings from closure of a third community library. Note: savings on the Bookfund includes the 100k saving in Hove Library referred to below.	Bookfund reductions are mainly linked to library service and building changes. Successful negotiation of the contract is key in later years. Digital service development and increasing usage will be an important factor.	Limited savings identified from external consultants review. If level of savings were set too high, this would have a detrimental effect on service delivery.	17	95	Reduction in Bookfund of around 30% will have an impact on the range and number of books and other resources that the service can provide. Borrowing items is highest single demand from the public, so this could have a negative impact on customer satisfaction. The move toward, and accessibility of digital services will be important to mitigate impact.

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budgeted FTE	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
							more digital services/usage.						
Hove Library	516	474	15.25	0%	100%	0%	Current building is expensive to run, with high staffing and running costs, and needing extensive and ongoing maintenance and repairs. Strategy is to combine the Library with Hove Museum to reduce costs and deliver a capital receipt.	Modernisation programme - development of libraries as community hubs, including joint working with other services. Opportunity to combine Hove Library with Hove Museum to deliver a new community / cultural centre for Hove at lower cost. Also a reduced Bookfund recognises that book issues are reducing and more people are using digital services, and stopping buying CDs and DVDs.	Development of Hove Museum site to include a new larger extension to the building, and developing combined service. Needs good quality engagement with the public, members and other partners to ensure approval of proposals. Also needs a successful planning application.	Failure to gain public and member support for the move will significantly impact savings and capital resources. If Hove Library is not moved, the savings may need to be found elsewhere and is equivalent to closing 7 community libraries. Low risk of not getting planning permission.		330	Delivers more effective services in new location with access to facilities and services that the public want. Delivers much better value for money as more cost effective service delivery and building costs. Combined services with museums offers a potentially richer service experience. See EIA 23.
Staffing	2,296	2,296	77.00	0%	100%	0%	Staffing is essential for the delivery of Libraries but there are opportunities to reduce the cost of services over the 4-year period through modernisation	Modernisation programme - includes rationalisation of service delivery to focus on increased self-service, enabling a reduction in staffing costs through reduced	Enabling projects' need to be completed before it is possible to reduce staffing costs. For example investment in self-service ICT. Needs good quality engagement and consultation to	Self-service Libraries Extra model is being piloted this year - failure of this pilot will have implications for future savings. Consultation resulting in major opposition to the	375	145	Extending public access in terms of hours available to access Library facilities is an important addition to the service while enabling a lower cost of delivery.

Service Information				Service & Financial Strategy						Savings Detail			
Service Area	Gross budget 2015/16	Net budget 2015/16	Budgeted FTE	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
							and rationalisation, increasing self-service and the Libraries extra initiative.	number of staffed service points and management savings with an opportunity for increased use of volunteers in later years. In 2016/17, savings are from introduction of Libraries Extra and removing staffing in 2 community libraries. In later years, savings from a third community library.	build member and public support for proposals set out in the forthcoming Libraries Plan. Staff and union consultation and engagement is also key.	proposals may impact on potential for savings.			Remodelling the network of libraries will impact on areas differently and therefore equality impact assessment will be required. See EIA 24 & Staffing EIA S21.
Operational costs	389	389	n/a	0%	100%	0%	Limited scope for savings, as spend is small but opportunities to improve value for money will be taken where possible. Figures reflect investment required to support the initiatives referred to above.	Reflects ongoing costs of supporting initiatives referred to above.	Linked to self service proposals above. In 2016/17 there will be increased maintenance and support of technology and increased security costs for Libraries Extra.	Linked to self service proposals above. Will require additional funding to cover on-going costs (e.g. Technology and security).	-93	-27	As above. See EIA 24.
Income generation	0	-417	n/a	0%	0%	100%	Limited scope for income generation as this is a statutory service.	Modernisation programme - Diversification of funding to cover commercial income	Using external expertise to develop fund-raising and commercial skills	Dependent on library visitor trends and market conditions.	10	40	Overall Library Service will depend on achievement of increased

Service Information				Service & Financial Strategy						Savings Detail			
Service Area	Gross budget 2015/16	Net budget 2015/16	Budgeted FTE	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
							Currently, some income is reducing e.g. fines, Audio-visual sales, etc. Focus will be on raising additional resources for added-value services to deliver improved value for money.	(i.e. selling of goods and services), commissioning income, grant funding and fundraising. Collecting charges more efficiently and increasing commercial income. Raising more through donations and increased success in attracting grant funding.	of staff (linked to staffing changes above).			income.	
Alternative Governance models	incl above		n/a	0%	0%	100%	Opportunities for greater value for money through alternative governance models for the service.	Modernisation programme - Discussions with neighbouring library authorities will be undertaken to investigate opportunities for shared services to reduce costs. There is also potential to investigate a mutualisation option.	Dependent on other library authorities and their timetables for change. Information to complete mutualisation is dependent on central services reviews.	Level of savings to be achieved through shared services yet to be determined. Mutualisation has high risk of not achieving necessary external income to be viable.		100	Priorities for new library service will differ from current, as shared services will balance priorities for all library authorities involved; and a mutual option would prioritise its own commercial viability.
Community hubs resource	incl above		n/a	0%	100%	0%	<i>Libraries are a resource for the council/city and if they were used for wider services they</i>	<i>Modernisation programme - links to Adults, Children's and Public Health services, including</i>	<i>Effective cross-council collaboration is essential.</i>		0	0	<i>None.</i>

Service Information				Service & Financial Strategy						Savings Detail			
Service Area	Gross budget 2015/16	Net budget 2015/16	Budgeted FTE	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
							could deliver savings across other service areas.	community collaboration programme and Neighbourhood hubs programme.					
Operational costs re proposed closures	incl above		n/a	100%	0%	0%	Needs analysis identifying potential for multiple uses of libraries to provide opportunities to rationalise other council buildings.	Modernisation programme. Proposal to close 2 libraries - 1 to support local school expansion and the other greater link to working with Children's centres. Potential for capital receipt and reduction in corporate landlord expenditure in 2017/18 from closure/disposal of Hollingbury and Hove Libraries. Corporate landlord savings will also be achieved from these closures and later closure of Rottingdean.	Essential to complete effective needs analysis and service review and equality impact assessment. Also needs effective public consultation and staff/union consultation. Joint working with Children's services and schools is key.	Failure to build member and/or public support could impact on deliverability and/or result in potential challenge.	0	59	Fewer libraries across the city, potentially reducing access for the public although offset by increasing digital services. However, improved facilities for school and children's centres will be possible.
Total Libraries	5,634	5,175	92.25								309	742	

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
Sports & Leisure													
Sports Facilities													
Sports Facilities contract (excl KALC)	642	475	5.21	0%	0%	100%	10-year contract let in 2011 which generated a saving of £1.5m per annum. This has provided savings and enabled funding for re-investment to increase long term viability of facilities'. Some savings are possible from energy costs and contract renegotiation.	Continue service improvements within existing contract, with a view to re-tendering (to include a new King Alfred) in 2020/21. Management saving from deletion of Sports Facilities Manager post. Energy contract savings and savings from contract variations which had been achieved by re-letting the contract.	Achievement of the redevelopment of King Alfred and delivering improved facilities to encourage greater participation. Contract management essential to ensure effective partnership and council's responsibilities are met.	Risks of a major project such as the King Alfred redevelopment being achieved including financial viability.	95	45	Risk of any impact from Energy Contract saving being mitigated by energy saving measures. Should be limited impact from reduction in contract variations
Sports Facilities contract - King Alfred Leisure Centre (KALC)	531	511		0%	0%	100%	As above. Linked to development of King Alfred and potential capital investment.	As above	As above. The challenges of keeping open an ageing building, while recognising the relatively short time span until a potential redevelopment.	As above.	0	102	None.
Non-contract facilities	45	29		0%	0%	100%	Delivery of facilities at minimal cost in	None.	Successful delivery of Saltdean Lido	Financial viability of Lido project.	0	0	None.

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
							partnership with community groups such as the Saltdean Lido restoration project with CIC.		restoration. Improved facilities in partnership with community groups e.g. Lido and Manor Road Gym.				
Golf courses contract	106	-2		0%	0%	100%	10-year contract let in 2010, delivering an ongoing saving.	Continue with existing contract and review for re-tender in 2019/20.	Increasing participation in golf. Contract management essential to ensure partnership and Council's responsibilities are met.	Decline in golf market.	0	0	None.
Total	1,324	1,013	5.21								95	147	
Seafront Services													
Seafront Properties	16	-1,714	n/a	0%	0%	100%	Maximise income, whilst retaining the character of the seafront.	Development of Seafront Investment Plan. Opportunities created by new developments (e.g. i360, Peter Pan site)	Poor condition of seafront infrastructure (e.g. closure of Madeira Terraces)	Existing leases ending. Pressure of meeting existing income target.	0	0	None.
Volks Railway	239	6	6.50	0%	50%	50%	Heritage Lottery Fund bid was successful and enables opportunity to review operations and generate income in the long term.	Opportunity to review operation of Volks Railway on completion of investment project.	Business plan assumptions and research need to be well informed to ensure effective operational planning and ongoing viability.	Poor condition of seafront infrastructure (e.g. closure of Madeira Terraces) could impact on financial resilience.	0	30	None.
Seafront Services	816	685	21.00	0%	100%	0%	Essential to ensure the	Staffing savings from part time	Market conditions i.e. continued high	Increasing demands on	35	0	Minimal impact as income

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
							management of the seafront, which is a prime asset of the city. Key contributor to the city's tourism economy. Continue with existing service due to the health and safety risks of the Seafront operation.	seasonal post. Increase in ground rents for beach huts to generate additional income plus increased income from hire of the Bandstand.	number of visitors and residents using the seafront.	service from anti-social behaviour may impact savings.			generation and market led.
Total	1,071	-1,023	27.50								35	30	
Outdoor Events													
Outdoor Events	260	23	3.00	0%	0%	100%	Facilitates the delivery of the city's events programme, with over 300 events annually. Events have a significant economic benefit to the city.	Reviewing event contracts to increase income.	A varied event programme across the year.	Some Events may not be viable to take place in the city.	25	25	Expected minimal impact provided events continue to be viable.
Outdoor Advertising	5	-23	n/a	0%	0%	100%	Maximise advertising income	Increase the number of lamp post advertising sites.	Availability of suitable sites and demand for advertising. Planning permissions are required.	Planning permission non-approvals or delays.	5	0	No impact.
Total	265	0	3.00								30	25	
Total Sport & Leisure	2,660	-10	35.71								160	202	

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
Tourism & Venues													
Venues (incl Conferences)													
(1) Brighton Centre Gross expenditure of £3.304m: Staffing £1.912m; Premises £1.150m; Supplies & Services £0.234m; Transport £0.008m Income of £3.634m: Subvention income - £1.235m; Entertainment Income -£0.887m; Conference Income - £0.742m; Catering - £0.230m; Commissions - £0.172m; Equipment Hire -£0.100m; Employee Recovery -£0.100m; Sales/Merchandise - £0.063m; Electricity Recovery -£0.025m; Advertising Receipts - £0.023m; Admin Costs - £0.018m; Rents - £0.013m; Cloak Fees - £0.007m; Miscellaneous - £0.020m (2) Conferences Subvention £1.235m expenditure & running costs £0.221m Income £0.113m (Hotel accommodation booking	4,760	1,013	45.91	0%	89%	11%	The Brighton Centre is an important driver to the economy of the City and needs to maintain business levels to maintain this impact into the future. The VisitBrighton Convention Bureau will continue to deliver significant levels of Business Tourism to the City. The £1.235m 'Subvention' budget is ring-fenced to support conferences held within the City at the Brighton Centre or other venues. It is part of the Waterfront financial plan to help deliver the longer term aspirations of the Waterfront project and is to be retained by the council to support conferences held within the city during any closure period and to attract conferences to the new venue once it is opened. The primary strategy is to continue to ensure operational	To strategically manage and maximise the commercial potential of the diary. Also, cost reductions on operational supplies, contracts and business rates. Service redesign to deliver 5% staff savings in Years 1 & 2. Continuing to nurture and build on the existing relationships within the Association conference market place and to develop the corporate market place via seeking new business. Reviews of various fees & charges where feasible and	(1) To deliver the venue on budget and facilitate the value of economic impact to the City which is estimated to be in the region of £50m p.a. (2) To deliver and facilitate significant levels of Business Tourism to the City and track the value of economic benefit and jobs to the City.	A line by line interrogation of the budget has identified savings which can be achieved in 2016/17 without an adverse impact on the service. This also takes in to account that the venue is of a certain age and any possible unforeseen issues in terms of maintaining the venue to a fit for purpose standard. The Waterfront project could have a direct impact on the ability of VisitBrighton to secure future business if there is a loss of confidence in the market and the market	180	95	Reducing investment (or not reinvesting income) in the service may create a risk in terms of building a strong platform of confidence and future legacy that will be required to ensure that we are giving the Waterfront project the best opportunity moving forward. There is an inherent risk of increasing the cost of the VisitBrighton Partnership with a large

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
fees)							costs are as low as feasible while continuing to improve income generation.	market conditions will sustain. However, unable to predict the future levels of savings beyond 2017 due to the unknown date of closure and business levels for the Brighton Centre.		chooses other destinations in any period of uncertainty. Additionally a reduction in financial support may have an impact on Visitor Numbers and subsequently jobs supported in Tourism. Business continuity issues could have a direct impact on the ability of the venue to secure future business if there is a loss of confidence in the market this will directly affect income levels.			% increase in year 1; this could have an adverse effect on partners re-joining the Partnership scheme. See Staffing EIA S20.
Total	4,760	1,013	45.91								180	95	
Tourism													
Marketing & Visitor Services	608	402	9.99	0%	0%	100%	Currently part of the Assistant Chief Executive Modernisation review, with a view to outsourcing the service.	Soft market testing to see if there is external interest for outsourcing this service in conjunction	To successfully outsource alongside the reduction of operating costs with a	Reducing financial support levels may deter third party operators from showing interest in the service.	97	50	There is an inherent risk of increasing the cost of the VisitBrighton Partnership with a large

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
								with a 'soft service' redesign to reduce staffing. Also includes income generation including increase of 10% on VisitBrighton Partnership Fees; increase in leisure accommodation bookings; Web advertising revenue; event marketing packages.	view to minimising the impact on the service offered to partners and customers in the City.	Additionally, the reduction in financial support may have an impact on Visitor Numbers and subsequently jobs supported in the City by the Tourism industry.			% increase in year 1, which could have an adverse effect on partners re-joining the Partnership scheme. In light of the Waterfront project, disinvesting in the service may create a risk in terms of market confidence that needs to be sustained to ensure that the project has the best opportunity to succeed.
Tourism Total	608	402	9.99								97	50	
Total Tourism & Venues	5,368	1,415	55.90								277	145	

Public Health Directorate: 4- year Budget Strategy

The Public Health Directorate covers 3 broad areas of work:

- Public Health Specialists – Commissioning, Intelligence, Health Improvement, NHS Support
- Community Safety
- Environmental Health, Licensing, Regulatory Services and Emergency Planning

Direction of Travel and Context

Community Safety and Environmental Health Services are experiencing budget reductions in line with the rest of the city council. The Public Health Specialist Budget is ring-fenced and must be signed off annually against certain criteria, some of which are mandated.

Over the last two years, wider council services have been brought in under Public Health control / support and funding, widening the span of influence of Public Health in line with its local authority location. These have included: Corporate Intelligence, Children's Intelligence, several Children's Preventive Services, the Family Nurse Partnership, Schools work including PHSE, Licensing, Older People's Prevention Services, and initiatives in Housing, Homelessness, Transport, and Culture.

On 1st October 2015 the funding for Health Visiting services passed to Public Health. The Public Health Nursing workforce now comprises health visitors, school nurses, breast feeding support staff and the family nurse partnership.

In November 2015, the Chancellor announced an in-year cut of 6.2% to the total ring-fenced Public Health Specialist budget to be surrendered in the last quarter of 2015/16. This reduction is to be recurrent plus additional reductions of 2.2%, 2.5%, 2.6% and 2.6% will be made in years 2016-2019 respectively. The ring-fence will be maintained in 2016-17 and 2017-18.

Key Proposals and Strategy

Re-design and re-commission

The two largest Public Health Specialist budgets, Commissioning Contracts for Sexual Health and for Drug and Alcohol Services, both achieved savings as a result of a re-design of the first and a re-procurement of the second which were put in place as of April 1st 2015. It is proposed that Public Health Nursing Services will be re-designed / re-procured next year with a view to a new service, with savings, being in place as of April 1st 2017. In the meantime some expenditure from the current provider has been recouped based on failure to recruit to maternity cover for funded posts.

As most of the Public Health Specialist budget is spent on commissioned services, the planned savings come from re-commissioning these services and as the new contract for the two largest services came into being on 1st April 2015, new savings will be targeted at the mid point of this 4-year budget cycle. Negotiations are underway with one provider to significantly reduce the contract value in return for a longer contract term, and, following the decision of the current provider to cease providing inpatient detoxification services, to join up community and inpatient substance misuse services and manage in-patient beds in-house at a new location with the new provider.

The community safety and neighbourhood support services, which sit across the council but mainly within Public Health, Assistant Chief Executive and Housing are being re-designed with a view to better supporting the work of the Neighbourhoods, Communities and Equalities Committee, while achieving savings. The timeframe is to have a new service in place for April 2016.

Partnership working across the city

The Enforcement activities which sit across Parks, Transport, Community Safety, Environmental Health and Regulatory Services are being re-designed under the corporate modernisation project which will help support a co-operative council and neighbourhood approach as well as achieve savings. The timeframe is to have a new service in place for April 2016. This new service will also be tied to greater partnership working with the Police service and East Sussex, Fire and Rescue.

The communities work is tied to work on volunteering which can be shared with the Fire Service and Police, as can the work on joint enforcement and neighbourhood services. Partners in the CCG are also supporting the delivery of several pieces of Public Health work and work in adult social care and children's services.

Demand management

Substance misuse services are very much focussed on 'recovery' which in the longer term should reduce demand. There is currently work with the Sexual Health Service to encourage a model that tackles people who repeatedly contract sexually transmitted infections by focussing more on wellbeing and thereby in the longer term reducing service demands.

Key service and financial risks

All of the above work is supported by exploration at a local level of opportunities for voluntary severance, retirement etc. Proposals may come forward from individuals who have roles that are central to taking this modernisation work forward and each case will have to be discussed on its individual merits. A new city-wide enforcement function, a devolved neighbourhood function and a volunteering strategy will all rely on key individuals to put them in place.

The Public Health ring-fenced budget comes from the NHS and can only be spent against certain parameters. The Public Health Directorate has sought to redefine Public Health in a local authority context, however the Director of Public Health must be able to sign off the spend against the budget as legitimate Public Health Spend against nationally agreed parameters.

The year 2015/16 saw an unprecedented in-year reduction of the Public Health budget of 6.2% to be removed in the last quarter. The directorate has been able to meet that reduction and the additional savings requirements within the council for the year 2015/16 largely due to the carry-over of spending proposed for 2015/16 which has now been put in abeyance. The years 2016/17 to 2019/20 will present much a greater challenge as the reduction to the grant increases each year. The 4-year Public Health budget savings are weighted towards reductions in the mid part of this cycle in line with the proposed re-commissioning of services. This is not to 'kick into the long grass' any savings and there is some security in being able to tie savings to re-commissioning work. This is also the area where most of the Public Health spend (commissioning) takes place.

Public Health Directorate

Service Information			Savings		
Unit	Gross budget 2015/16	Net budget 2015/16	Budgeted FTE 2015-16	Savings 2016-17	Savings 2017/18 to 2019/20
	£'000	£'000		£'000	£'000
Public Health	20,488	834	57.20	0	2,630
Public Protection	3,050	2,063	75.18	233	409
Community Safety	1,981	1,308	17.00	133	238
Directorate Totals	25,519	4,205	149.38	366	3,277

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	Commercial Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
Public Health													
<p>The Public Health ring-fenced grant was subject to an in-year reduction in 2015/16 of £1.290m (6.2%), due to savings requirements from the Department of Health. Public Health have developed plans to meet this savings requirement in full for 2015/16, but the majority of this has come from the non-recurrent carry-forward and one-off resources.</p> <p>The Spending Review confirmed that this reduced level of funding is recurrent - with further reductions in funding available announced for future years (estimated at £0.476m for 2016/17 and just over £0.500m per annum for 2017/18 to 2019/20, although formal notification of the PH grant figure will not be published until mid-late January). Savings identified to date in this Service & Financial Plan for 2016/17 of £1.096m are assumed to offset the reduced level of funding available and added to the full-year effect of savings identified during the course of 2015/16 of £0.274m, means there is still a significant shortfall in savings needed of £0.396m in 2016/17.</p> <p>The treatment of funding reductions for 2017/18 to 2019/20 will need to be considered as part of the annual budget setting cycle.</p>											-1,096		
Substance Misuse													
Substance Misuse - community services (Pavilions) - All community based services (including	5,545	109	2.50	100%	0%	0%	Recently undertaken procurement exercise and new contract began 1st	Will work with provider freeing up £200k from year 2 of the contract	Partnership working with providers.	Could impact substantially on KPI achievement. Performance	200	900	Possible reduction in the number of service users successfully

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
SMS Shared Care, MIND post,							April 2015. Initial contract is for 3 years with scope to extend to five.	onwards and redesign/retender of the service to achieve 18/19 savings.		may decline.			completing treatment. See EIA 25.
Substance Misuse - inpatient detox beds (SPFT) - Inpatient detoxification beds	398	0		100%	0%	0%	Sussex Partnership Foundation Trust (SPFT) has given notice on provision and will cease providing services from 31st March 2016. Alternative provision is being sought, with a reduced budget.	The intention is to make 40% savings against contract	Review of service level requirements based on need resulting from new provider's use of in-patient beds.	Could reduce capacity within, increase waiting times and impact of onwards residential rehabilitation referrals	150	0	As above. See EIA 25.
Substance Misuse - residential rehabilitation (STF and BHT) - Residential rehab - St Thomas Fund and Brighton Housing Trust	691	469		0%	0%	100%	Health and Wellbeing Board agreed new 4 year contracts with existing providers from 2016/17 with a 20% budget reduction. National Institute of Clinical Excellence (NICE) guidance supports the provision of residential treatment for people who are seeking abstinence and who have significant co-morbid physical, mental health or social problems.	20% reduction on overall res rehab budget	Improved identification of appropriate clients who will benefit from this service	Fewer people accessing residential rehabilitation in Brighton and Hove and impact on overall 'successful completions' KPIs	138	0	Ongoing work to improve the identification of appropriate clients is aiming to minimise any reduction in successful outcomes. See EIA 25.
Total	6,634	578	2.50								488	900	

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
Sexual Health													
Sexual Health Services: Commissioning of contraceptive and sexual health services for adults and young people, including prevention and advice	4,799	0	1.00	100%	0%	0%	Investment in sexual health services (including prevention) is value for money and cost-saving: Every £1 invested in contraception saves £12.50. Earlier HIV diagnosis reduces onward transmission. Each new HIV infection costs between £280,000 and £360,000 in lifetime treatment costs with costs for late diagnosed infection even higher. Reducing late diagnosed infection reduces the need for and costs of local authority funded social care. Prevention of and timely access to testing and treatment for other sexually transmitted infections also reduces the human and financial costs of complications like pelvic inflammatory	A service re-design was undertaken in 2014 and a new 3-year contract for integrated sexual health services (ISHS) began in April 2015. An internal review of current HIV prevention and sexual health promotion contracts was undertaken during 2015. Saving of £115k from prevention and health promotion have been identified in 2016/17. Current contractual obligations for the ISHS end March 2018. £365k savings will be achieved from this budget in 2018/19 through negotiation or re-procurement	Effective prevention and promotion services targeting those most at risk of sexual ill health are maintained within service re-configuration. Self-referral, open-access clinical sexual health services are maintained within reduced budget.	There is uncertainty on the future of the NHSE commissioned level 2 sexual health service at Brighton Station Health Centre beyond June 2016. If the service closes this will place significant additional demand and cost pressure on the integrated sexual health service, estimated at £400k pa.	115	383	Potential limit to scale and scope of the HIV prevention work delivered, however difficult to assess the impact in year. No anticipated impact on the Beacon day care services. See EIA 26a.

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
							disease and infertility. Clinical and cost effectiveness of services depends on having the most appropriate services in place.						
Total	4,799	0	1.00								115	383	
NHS England 0-5 Health Visitor programme	2,111	0	6.00	100%	0%	0%	The contract for the Healthy Child Programme 0-5 (Health Visiting and Family Nurse Partnership) successfully transferred from NHS England to the Public Health Directorate on 1 st October 2015. The Health and Wellbeing Board agreed to an extension of this contract (and the school nursing contract) to 31 st March 2017. It is then planned to have one Public Health contract for 0-19 which should help redesign the services and meet saving targets.	The provider is developing a proposal for agreement with Public Health to achieve £200,000 savings for 16/17. This is likely to be in part from reviewing existing health visitors' vacancies and introducing a skill mix with Community Nursery Nurses at lower salary grades.	Successful re-design and re-commissioning of the Healthy Child Programme (0-19) under one public health contract. The five universal reviews/contacts with families are nationally mandated and implemented locally with data reporting from local to national levels.	The risk is non delivery of these mandated reviews which will have adverse health impact on families.	200	600	See EIA 26b.

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	Commercial Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
Children 5-19 Public Health Programmes: Includes National Child Measurement Programme (NCMP) and School Nursing Service	1,942	0		100%	0%	0%	The proposal is to bring the school nursing service contract under the one Public Health Nursing contract described above. NCMP is statutory.	The combined contract for 17/18 will be redesigned to produce savings of around £800,000 in 2017/2018, bringing the total savings for 0-19 to £1M.	see above	Insufficient funds to deliver mandated reviews and national service specification for School Nursing Service.	20	220	See Children's services savings plan. See EIA 19a.
Total	4,053	0	6.00								220	820	
Obesity & Physical Activity													
Obesity services for adults and children: Includes community based programmes.	560	0	11.00	0%	0%	100%	With 2/3 adults and one in four 11 year olds obese or overweight in the city addressing obesity through prevention and treatment is a priority. Obesity is very costly to health and social care services and has a much wider economic and social impact in Brighton and Hove. The current contract will be retendered to provide a prevention and treatment service from April 2017 and this provides the best opportunity for	The funding agreement is for 2014- 2017 is £499,890 pa is commissioned for 3 years to March 2017 with the possibility of an extension period of up to 12 months. The child weight management clinics (£29,000) are a specialist service and therefore could potentially be funded through the Clinical Commissioning Group (CCG).	Close working with partners, particularly the CCG. The ability of the service to focus on those with the greatest need while promoting a healthy weight to the general population. CCG accepting to fund the Child Weight Management Clinic service.	Although local figures are relatively good, this is against an overall national trend of increasing overweight and obesity. Children with complex needs and not suited for group programme, no longer have access to service for their weight management.	30	75	No impact if CCG accept responsibility.

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	£'000	£'000									£'000	£'000	
							ensuring the best value for money service ongoing for these essential services.						
Physical Activity: A range of contracts aimed at increasing the activity levels of the least active adults and children	458	178		0%	100%	0%	Increasing levels of physical activity in the general population is one of the most effective preventative interventions available, with short and long term impact on physical and mental health, benefits for employers, the general and health economy as well as the environment. Several specific interventions and programmes have been reduced	Tapering of council funding towards Take Part programme, seeking more commercial alternative sponsorship. Reviewing the eligibility criteria for the free swimming for under 16s.	Achieving sponsorship for Take Part. Negotiation with Freedom Leisure around swimming programme.	Reduced take up of physical activity by young people across the city but particularly in more deprived areas.	5	35	Potential for reduced take up of physical activity by young people in the city. See EIA 27.
Total	1,018	178	11.00								35	110	
NHS Health Check Programme													
NHS Health Check Programme	180	0	n/a	0%	0%	100%	NHS Health Checks systematically addresses the top seven causes of preventable mortality: smoking, high blood pressure, obesity, physical inactivity, alcohol	A redesign of the programme has transformed it into a more cost effective and targeted service aimed at those most at risk. The funding was shifted	From April 2016 onwards there will be a new joined up contract for practices with the CCG for all services commissioned by BHCC and	Reducing the budget beyond the proposed £200,000 a year would potentially destabilise the service. It is paid on an activity basis	0	30	n/a

Service Information				Service & Financial Strategy							Savings Detail		
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	£'000	£'000									£'000	£'000	
							consumption, poor diet and raised cholesterol. It is a mandated public health service.	towards delivery within GP practices as a cost effectiveness measure and to join up care pathways and expanded to include screening for depression and providing information on cancer. The annual budget has been reduced by £50,000 from 15/16. The community outreach programme contract is £30,000 p.a. and ends March 2018	the CCG in practices. The outreach function will be joined with other health improvement outreach functions from April 2018 onwards.	and requires practices to invest in staff to deliver the programme.			
Total	180	0	0.00								0	30	
Smoking & Tobacco													
Smoking & Tobacco: Commissioned services supporting awareness and cessation campaigns.	300	0	n/a	0%	0%	100%	Significant savings were made during 15/16 following the redesign of the stop smoking service; as smoking remains the main cause of premature mortality and health	We have no plans to reduce the current budget for stop smoking services, but we will continue to monitor the number of	Continued use of primary care stop smoking services.	An unexpected increase in the number of people taking up smoking.	0	0	n/a

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	£'000	£'000									£'000	£'000	
							inequality we have no plans to reduce the budget further. Current stop smoking support is mainly provided through open access primary care which is demand led. We will review the hospital and schools' stop smoking service contracts to ensure VFM.	smokers seeking support to quit.					
Total	300	0	0.00								0	0	
Public Health Advice													
Public Health Advice	36	0	n/a	100%	0%	0%	This covers clinical and senior level public health advice and expertise for all our commissioning services in GP practices and in terms of our role for improving quality in primary care.	It is proposed to reduce the budget in year 2016-17 by £13,000. £23,000 is the required minimum budget for such advice to be available to the public health directorate. The advice adds value across public health services.	The directorate retains the clinical capacity required and support is provided to maximise best use of resource available.	None at present. Budget required to maintain minimum level of support required.	13		Reduction in the resources and support to the CCG.
Total	36	0	0.00								13	0	
Miscellaneous Public Health													

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	£'000	£'000									£'000	£'000	
Management and Admin staff working across the department and staff costs associated with the provision of services under Miscellaneous Public Health budget line.	788	0	15.80	0%	100%	0%	The assumption is that through unfilled vacancies and, if necessary, redundancies this level of savings will be achieved.	We have assumed a proportionate reduction in staffing levels	Staff leave and responsibilities transferred to other team members.	Reduced scope to deliver.	0	166	n/a
Overhead payments to other departments (£210k); Office and running costs (£58k).	268	0	n/a	0%	100%	0%	n/a	n/a	n/a	n/a	0	0	n/a
Intelligence	460	78	6.90	0%	100%	0%	The Public Health Intelligence Team supports and informs evidence based decision making and strategic planning through the production of high quality, specialist public health & community safety intelligence; demographic and census data; needs assessments; and corporate advice and support relating to research, analysis and consultation. The team leads the Joint Strategic Needs Assessment process and works	Savings will be made by refocussing priorities within the existing team.	Continued delivery of high standard intelligence.	Reduced scope to deliver on new projects/initiatives.	10	0	Reduction in team capacity to produce requested information. Impact will be mitigated by prioritising within team work programme to ensure focus on high impact projects. See EIA 28.

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	£'000	£'000									£'000	£'000	
							with a range of internal and external partners including the NHS, Police, Community & Voluntary Sector and Universities. The team provides specialist intelligence support to the Clinical Commissioning Group. Funding has been used to increase capacity and meet needs by commissioning small external projects.						
Nutrition	202	0	n/a	100%	0%	0%	This covers a range of activities including projects promoting good nutrition and a linked mental wellbeing project for young people as well as the distribution of food to charities around the city.	All contracts are due to end in 15/16 or 16/17. The nutrition projects will be considered as part of the redesign of the obesity services. Considering alternative options for the mental wellbeing project.	The key services are successfully included in the redesigned programme.	Inadequate total resource to fund a programme to meet the needs.	15	60	Will depend on the extent to which the work can be included in other programmes. See EIA 29.
Community Safety & Social Exclusion	200	0	1.00	100%	0%	0%	Pilot for establishing a hostel health team was funded for one year. Plan to	CCG considering commissioning of Hostel Health Team. The	The homeless project evaluated as clinically and cost effective	Lack of continued funding from CCG. Reducing the	88	50	CCG aware that funding for Hostels Team was time limited

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	£'000	£'000									£'000	£'000	
							reduce the funds available for the Healthy Communities and Healthy Neighbourhood programmes.	Healthy Communities and Neighbourhood funds will be aligned with other council budgets focussing on neighbourhoods and communities.	resulting in its continuation if alternative funds available. Skilful management of bidding process for the healthy communities and neighbourhood funds.	healthy communities and neighbourhoods funding could be politically sensitive.			but CCG commissioning has not yet been agreed for 16/17. Risk is therefore CCG cost pressure or service impact. Potential impact on health of homeless people. See EIA 30a and EIA 30b.
Miscellaneous Public Health including: general prevention, dental public health, public mental health, older people's health promotion, health at work, accident prevention, control of infectious disease, seasonal mortality, environmental hazards protection, wider determinants of health.	1,013	0	incl in first line	100%	0%	0%	This covers a very wide range of activities, all of which will be reviewed.	Initial savings have been identified from: carers' support (£44k), cancer health promotion (£25k) and the older people's health promotion programme (£15k) HWB Board (£22k), mental health (£5k)	Some services will be funded by other parts of the council and/or the CCG.	Partners unable to provide funding.	112	75	Reduction in support for Carers in East Brighton. It is difficult to identify the impact of the smaller reductions. See EIA 31, EIA 32, EIA 33 and EIA 34.
Health Improvement	537	0	13.00	0%	100%	0%	Health trainers deliver tailored support to individuals who want to change health related	The reduction of funding by £36k in 18/19 will mean a reduction in numbers of	It is likely that the funding cut will be made as natural turnover of staff occurs and posts are	There is a risk that delivery of the savings in 18/19 will impact on outcomes	0	36	n/a

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	£'000	£'000									£'000	£'000	
							behaviours and target those in more deprived areas who are at significantly higher risk of illness related to these behaviours, reduced life expectancy, and are more likely to require health and social care support. For this reason funding is protected until 18/19 when a 36K saving will be made on revaluation of the service and outcomes. We will be working with the CCG to identify joint funding for the health trainer programme.	health trainers working in the community and will reduce the number of individuals supported to change behaviour.	not refilled.	delivered by the health trainer programme. It is hoped that there may be some alternative CCG funding to mitigate the risks of cutting funding for these posts.			
Total	3,468	78	36.70								225	387	
Total Public Health	20,488	834	57.20								0	2,630	

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	£'000	£'000									£'000	£'000	
Public Protection													
Environmental Health & Licensing													
Licensing - Street Trading; Sex Establishments; Sex Entertainment Licences, Gambling Act 2005 Licensing Act 2003 - HCS	385	-180	10.72	0%	100%	0%	Continue to operate at statutory level in accordance with relevant regulations. The Licensing Trading accounts are not allowed to make a surplus.	Continue to operate at statutory level	The regulation of setting fees is detailed and changes as a result of legislation and case law. Some fees are set nationally and those that are set locally are regulated and prohibit a surplus from being made.	not applicable	0	0	n/a
Taxi Licensing	255	-59	4.60	0%	100%	0%	As above	As above	As above	As above	0	0	n/a
Environmental Health & Licensing Management costs	incl in other lines	incl in other lines	incl in other lines	0%	100%	0%	A review of inspection and enforcement visits will streamline services and provide an opportunity for combining roles.	Savings from the merging of current management roles.	This is a project included in the corporate modernisation delivery board.	Delay in recruitment	60	0	Delay in recruitment could impact adversely.
Food Safety	598	598	16.34	0%	100%	0%	Operating at statutory level to support local economy; offering advice to new and existing businesses in the city.	Retaining minimum services to ensure safety. Reducing would be counter productive in terms of complying with	% of compliant food businesses and inspection programmes	n/a	0	0	n/a

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	£'000	£'000									£'000	£'000	
								programme regulations (prioritised inspection programme set by law)					
EH Health & Safety	153	153	3.50	100%	0%	0%	Explore options for operating at statutory minimum level in the longer term	Review and explore the potential to stop all health and safety provision	Ensure compliance with accident investigation levels	Very high; currently operating at minimum legal standard. Breach of statutory duty. Reputational risk to the council and impact on local economy.	0	153	Breach of statutory duty
Environmental Protection	678	670	16.72	0%	100%	0%	Operating at statutory level. Noise patrol operation was halved in 15/16, which had an adverse reaction.	Stop noise patrol service	Manage number of enforcement actions	Reduction in enforcement action; 3,000 of 8,000 Environmental Health complaints relate to noise. Political support and reputational risk to the council.	50	0	Less notices being served
Animal Welfare	203	192	4.43	30%	70%	0%	Retaining statutory service only.	Retaining stray dog service only, with a contract for kennels. Any animal welfare act/powers discontinued.	To ensure that 200-300 stray dogs are safely rehomed, kennelled or as a last resort, euthanased.	Reputational risk to the council. Cruelty risk to animals at large. Reduced service for	60	100	Less cruelty and enforcement work. See EIA 35.

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	£'000	£'000									£'000	£'000	
										local residents. Potential TUPE implications.			
Pest Control	164	93	5.34	0%	50%	50%	Improve VfM by increasing income and provide better service for residents	Diversifying into different pest control markets and providing a wider range of services for local residents including humane and environmental options, and charging a market rate. Aim is to be self financing within 4 years.	Providing a cost effective, competitively priced service, offering alternatives not offered by the private sector.	Commercial failure - minimal likelihood due to high respect by residents for current council run service.	35	60	Will improve environmental sustainability and health and wellbeing. See EIA 35.
Total	2,436	1,467	61.65								205	313	
Trading Standards													
Trading Standards	434	417	9.83	0%	100%	0%	Operating at statutory level. A regulatory service, supporting the local economy, protecting consumers and businesses through a programme of inspections, investigations and advice to ensure a fair and safe trading environment in the city. Trading	Review staff posts as they become vacant - assumed savings in 16-17 and 17-18	Total amount of monies saved for vulnerable consumers	Reduction in consumer protection advice. Political support and risks to local economy.	28	36	Will reduce service and priority will only be given to work where the team has a statutory duty to undertake regulation. With a high number of SME in the City contributing to

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	£'000	£'000									£'000	£'000	
							standards staff enforce a range of consumer protection legislation covering weights and measures, food standards, product safety, age restricted sales, animal health and fair trading, including consumer credit, trade marks and mis-described goods and services.						the local economy, priority will be given to supporting these where possible but it is likely that the level of support previously provided will not be sustained.
Total	434	417	9.83								28	36	
Civil Contingencies													
Civil Contingencies	180	179	3.70	0%	100%	0%	Operating at statutory level	Reduce staff to 2.7 WTE in 17-18	Voluntary severance to be offered	Need to amalgamate resilience plans across CCG and LA	0	60	None
Total	180	179	3.70								0	60	
Total Public Protection	3,050	2,063	75.18								233	409	

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	£'000	£'000									£'000	£'000	
Community Safety													
Crime & Disorder Partnership Management	265	172	5.00	100%	0%	0%	Core functions and facilities to run community safety service. Addressing community safety, preventing and reducing crime and disorder reduce the number of perpetrators and victims in the city across a range of crimes including those which cause the most harm and increase service pressure in other areas. The council are obliged under the Crime and Disorder Act 1998 to deliver a crime reduction strategy for the city.	Core services to support work. Reduce rent in future years by being workstyled in main council buildings. Consider possible management savings by Communities and Community Safety becoming one team.	Core management functions and services are needed as a support framework to deliver agreed outcomes as required by the Crime and Disorder Act 1998	Statutory function, failure to comply would bring council in breach of law.	62	23	Reducing core services for community safety will mean less robust oversight of crime and disorder for the city. This may lead to increases in crime and vulnerability to crime and disorder locally. Performance in this area is measured through the Community Safety Partnership. There will be less capacity to assess performance and take action accordingly. This will lead to greater pressure on services dealing with the consequences of crime and disorder. See EIA 36.

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	£'000	£'000									£'000	£'000	
Casework Team	269	219	6.00	0%	100%	0%	Casework Team delivers direct services to victims of ASB and hate incidents to bring their cases to resolution. The Team also deals directly with perpetrators of ASB and hate to reduce their offending taking out enforcement action when necessary.	Reduction in capacity by one caseworker causing threshold for cases to rise. Reduce management costs by combining with Council Housing ASB Team and/or police. Reduce casework capacity from 2018/19 onwards. Reduce contribution to legal services 10% 2016/17 10% 2019/20	The Casework Team can evidence a direct impact in resolving cases with victims and dealing with perpetrators appropriately as necessary.	A reduction in capacity means that Thresholds are raised and that fewer victims and perpetrators receive a service to address ASB and hate	36	81	Reducing capacity to deal effectively with ASB and hate will mean fewer victims receive a service that would resolve cases for them. This will lead to increased community tension and added pressure on services dealing with the consequences. See EIA 37.
Preventing Violent Extremism (Home Office funding)	64	0	1.00	0%	100%	0%	Home Office funding has enabled a Prevent Co-ordinator to be appointed covering most of previous postholders role	Anticipation of continued HO funding for Prevent Function	Maintaining trust and confidence with marginalised communities results in more cohesive communities reducing tension and achieving greater equality.	A reduction in capacity to maintain community cohesion leads to greater conflict and tension manifesting in crimes and incidents perpetrated against the most vulnerable and a breakdown in trust and	0	0	n/a

Service Information				Service & Financial Strategy							Savings Detail		
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	£'000	£'000									£'000	£'000	
										confidence with the council			
LGBT Officer	41	41	1.00	0%	100%	0%	LGBT support can be delivered at a reduced capacity as part of role of Casework Team	Retain for 2016/7, reduce to p/t following year, delete post year after	Maintaining trust and confidence with marginalised communities results in more cohesive communities reducing tension and achieving greater equality.	A reduction in capacity to maintain community cohesion leads to greater conflict and tension manifesting in crimes and incidents perpetrated against the most vulnerable and a breakdown in trust and confidence with the council	0	40	n/a
Reducing Violence against Women and Girls. (VAWG)	1,230	764	2.00	0%	100%	0%	Incidents reported are still increasing; services are being recommissioned to be more efficient and effective.	Reductions in commissioned services of 10% from 2017/18 and 5% from 2018/19	DV and SV reported continues to rise. Reductions in commissioned services will lead to less support for victims.	Reduced support to victims of DV and SV is likely to lead to a reduction in trust and confidence with victims not coming forward to report cases.	0	87	n/a
Operation Reduction	46	46	n/a	100%	0%	0%	Funds are used to purchase Mutual Aid by police to support drugs operations under Op Reduction. Public Health could be contributing to this initiative as disruption of drugs	Reduction of 10% pa from 2016/17	Funds are used by police locally to buy in officers from other areas to conduct test purchase operations to disrupt drug dealers and drugs gangs in	Op Reduction is credited for preventing violent drugs gangs from gaining a foothold in the city.	5	7	This will have a minor effect on reducing the ability of the police to conduct test purchase operations that disrupt drug dealing that has

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	£'000	£'000									£'000	£'000	
							markets will lead to fewer users in treatment.		the city				successfully prevented drugs gangs gaining a foot hold in the city.
Neighbourhood Liaison	66	66	2.00	0%	100%	0%	Work directly with communities impacted upon by substance misuse. Work includes managing issues with drugs litter. Now funded from Community Safety, outside PH commissioned drugs services.	Maintain one part time post three days per week	Providing one p/t post focussed on dealing with community based drugs issues evidences the councils contribution to responding to community concerns regarding substance misuse. Post holder co-ordinates wider responses to drugs in communities by police other partners.	Reduced capacity can't meet demand from communities regarding drug use and drugs litter.	30	0	Work to support communities to become more resistant to drugs activity in neighbourhoods is diminished by 50%. This will lead to increased concerns in communities regarding drug activity in neighbourhoods . See EIA 38.
Total Community Safety	1,981	1,308	17.00								133	238	

Finance & Resources and Head of Law: 4-Year Budget Strategy

Direction of Travel and Context

This area of service includes both customer facing functions and support functions whose services rely on effective corporate systems both to support their service offers and to be able to develop more efficient, user-friendly digital services for the future. Priority areas over the 4-year period include:

Digital Development: Customer facing services will be looking to digital service development to enable them to improve the services available on-line, reduce paper and call handling (i.e. channel shift) and make processing efficiencies. Similarly, support functions such as HR and Finance will be looking to parallel technological developments to help them provide more information, services and toolkits on a 'self-service' on-line basis to internal and external customers. The ICT Service will also help the wider organisation to implement its investment in digital technology through the council's Customer First in a Digital Age programme.

Income & Debt Management: Most services have a strong link to income generation and collection and will continue to focus on improving these activities through trading options where appropriate, for example, by joining up with public or private sector partners. Improving income collection must continue to be a strong focus which also requires improved digital services (e.g. 'my account' type billing and payment facilities) but which will also ensure that best practice financial inclusion activities continue to be developed and embedded into services.

Policy & Practice: There is no question that all services in this area will need to focus on maximising efficiency and productivity, minimising costs and being clear with all customers about core, standardised services versus discretionary or differential services. In particular, support functions' costs can be made artificially high through high levels of non-standard practices across the organisation where differential processes and/or policies have developed over time and this may need to be proscribed or become 'charged for' where differential customer needs cannot be evidenced.

Modernisation: The other key objective for Finance & Resources and Law is to support and drive the council's Modernisation Programmes. While many of the services in this area require modernisation themselves, they are also tasked with supporting delivery of modernisation activities and value for money programmes across the council. Many programmes are of an 'enabling' nature, for example, Customer First in a Digital Age, which is a key corporate investment programme supported by ICT that will help many services modernise their services and the way staff work in them.

Support Function Review and Partnering: Generally, services will need to explore ways to reduce their cost base while delivering services that meet the changing needs of the council and its citizens. Over the medium term, this is likely to mean looking for delivery partners in either the public or private sectors resulting in an increasingly mixed economy of provision. The Support Function Review is looking at options in this respect.

Below is a summary of the approach and activities expected to be undertaken grouped under the broad headings of 'Stop (Funding)', 'Redesign' and 'Commercial Approach':-

Stop (Funding)

Some discretionary or differential services will need to be withdrawn or become charged for. Examples of services that may need to be reduced or withdrawn include:

- Withdrawal or reduction of non-essential training programmes and administrative support to them;
- Withdrawal or reduction of discretionary funds and tax reliefs and their administrative support;
- Through 'channel shift' and neighbourhood working, rationalising Customer Service Centres and reception services by utilising digital services and moving to 'concierge models', combining security and customer service roles;
- Across all support functions, withdrawing non-standard or differential support functions, primarily for transaction based services, where a differential need cannot be identified;
- Withdrawing manual post and certain courier services by providing e-post solutions;
- Withdrawing discretionary elements of the concessionary fares scheme.

Redesign

Where services are to be retained in-house and/or prior to joining with public or private sector partners, some areas of service need significant redesign to modernise them and ensure they are fit for purpose to operate within a straitened financial environment. The Support Function Review will consider the most appropriate delivery models for support functions in future but in the shorter term services will need to undertake a redesign to deliver savings in 2016/17 and ensure they are in a strong position before moving to alternative arrangements where this is appropriate. Redesigns include:

- Linked to the transfer of services to the Department of Work & Pensions under Universal Credit, there is an opportunity to significantly redesign the benefits function through streamlining processes and improving digital services;
- Similarly, administration of Council Tax and Business Rate collection will be redesigned to generate efficiencies through digital services and reducing supplies costs e.g. on-line Council Tax Leaflets;
- Significant redesign of transaction services across support functions will be undertaken to ensure they benchmark competitively through greater standardisation and availability of on-line self service and are in a position to partner with other public or private sector if appropriate;
- Across support functions, reviewing policies and practices, particularly for HR, to ensure policies do not drive unnecessary demands on these functions, for example, the 'job families' initiative can simplify the council's job structures and roles and reduce the demand for processing job evaluations and appeals;
- Across support functions, including Legal & Democratic Services, there will be further opportunities to redesign services and utilise Business Process Improvement (BPI) methodology to further improve efficiency alongside making better use of technology (e.g. electronic meeting agendas) to reduce costs;
- Review of the council's debt portfolio with a view to reducing the annual Minimum Revenue Provision (MRP) with potential savings of up to £2m;
- With regard to member allowances, reviewed last year, it is proposed to keep them the same until 2017/18 and then reduce the total cost on a phased basis to take account of either changes to governance arrangements or proportionate reduction in the overall cost. Member support, including Political Assistants, will also be reviewed.

Commercial Approach

The term commercial is used in its broadest sense here to capture a range of activities that can support the authority to meet its objectives, modernise services and improve value for money in

a public service context. Activities range from income generation to improving contract management and procurement to moving to alternative delivery models (ADMs).

- Income generation opportunities will be considered wherever possible and across a broad canvas. Support functions will look at viable opportunities to provide services to other organisations where this can contribute to costs (i.e. at a 'profit'), while customer facing areas (e.g. Life Events) will benchmark fees and charges to consider whether they can be increased alongside exploring new income streams. Services to Schools will continue to be provided where full cost recovery is assured;
- Income in relation to taxation will also be targeted and increased ultimate collection rates of 0.05% will be pursued for both Council Tax and Business Rates while reducing the Council Tax Reduction discount is being consulted on;
- The Support Function Review considered a range of options for all support functions and recommended joining the Orbis shared service partnership with East Sussex and Surrey County Councils.;
- The Corporate Landlord mixed economy model will continue to make best use of the council's operational and commercial portfolios through redevelopment and regeneration opportunities. It continues to evolve the commercial portfolio through a rebalancing strategy and provide an increasing return on rental streams in the long term. It offers opportunities to generate more income from architect, technical and estate services and is also being more proactive about the council's Asset Management strategy ensuring that running costs of assets are minimised. It will enable service re-design change programmes and ensure capital receipts are maximised where appropriate to support the council's capital investment programme;
- Linked to the council's 'Third Party Spend' value for money programme, it is proposed to continue to drive out savings not only in Finance & Resources and Law but across the council through improving procurement practice, ensuring effective contract management (commercial) skills are embedded across the authority, and renegotiating contracted services, for example, telephony and applications software (e.g. moving to cloud services).

Key Risks

The primary risks to delivery of the 4-year budget strategy are:

- A slow pace of delivery and/or poor realisation of digital service developments could undermine achievement of savings and/or improved customer services – the decision by the council to invest £6m in Customer First in a Digital Age should ensure sufficient investment however delivery of successful and effective technology is critical.
- Continued demand on support functions for ad hoc or differential services either overtly or inadvertently, e.g. through non-compliance with standard processes and policies, could undermine support function efficiency savings and its ability to support significant change across the organisation – this can be mitigated by both clear internal trading policies (charging) and effective self service training and toolkits.
- Additional investment of approximately £2.7m has been identified to support the 4-year plan, mainly in ICT, to enable delivery of the 4-year plan, however, further significant investment to move toward a partner delivery model with public or private sector partners is also likely to be necessary and would need to be shown to provide a return on investment through either a full business case or a procurement process.

Finance, Resources & Law & Corporate

Service Information				Savings	
Unit	Gross budget 2015/16	Net budget 2015/16	FTEs	Savings 2016/17	Savings 2017/18 to 2019/20
	£'000	£'000		£'000	£'000
City Services - Life Events	4,231	504	48.5	212	280
City Services - Customer Services	963	931	28.1	82	522
City Services - Revenue & Benefits	7,422	5,408	186.2	979	1,553
Financial Services	5,520	4,653	121.9	391	859
Internal Audit	698	641	12.6	64	113
HR & Organisational Development	4,989	3,075	111.9	318	538
ICT	8,172	7,052	122.4	434	1,154
Performance, Improvement & Programmes	919	477	17.3	46	80
Property & Design	15,780	3,973	96.4	707	1,251
Legal & Democratic Services	3,509	2,989	58.1	190	541
Finance, Resources & Law Total	52,203	29,703	803.4	3,423	6,891

Finance, Resources & Law Total (Excluding Tax Base Savings Within Revenues & Benefits)	52,203	29,703	803.4	2,799	5,889
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Corporate Budgets Total	33,025	10,978	0	406	398
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Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
Life Events													
Crematorium	485	-802	3.0	0%	0%	100%	Regularly review cremation fees and charges using benchmarking from other Local authorities, taking account of all unit costs.	Regular fee and charge increases in line with local area and business requirements, and reviews of unit costs	Good understanding of market conditions to avoid negative impacts on demand.	Cremation no's need to be maintained. Can be affected by mortality rates and competitor activity.	50	150	None expected. See EIA 39.
Welfare Funerals	119	28	1.0	33%	33%	34%	Review of provision of welfare funeral	Changes to delivery of welfare	To reduce impacts on	Changes to service delivery	10	10	None expected.

Service Information				Service & Financial Strategy						Savings Detail			
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	Commercial Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
							services to operate in a different way and explore reducing staff costs and operating costs. Potential use of external company for searches for next of kin may reduce need for public health funeral.	services - involving outside company considerations	current staffing levels and continue to provide services to specific criteria working in a different way.	are potentially high risk and need to be explored further - including reputational risk with stakeholders.			
Coroners Transfer Service	566	565	3.0	0%	0%	100%	Consider review of service and tender to a Funeral Director service instead of using in-house staff team from mortuary.	Review of service to work in a different way and consider external Funeral Director service to provide CTS service	Common practice across other local authority services.	Obtaining contract with reputable FD who meets Coroner's requirements.	5	5	None expected.
Memorialisation	71	-53	1.0	0%	0%	100%	Introduction of new products and development of existing products	Increase in sales through product review to increase range of products and promote existing products	Awareness of bereavement market through effective research. Sales and promotion skills essential to promote products and services.	Ineffective skills development could impact on savings.	5	35	None expected.
Bereavement Management, Cemeteries and Mortuary	1,216	641	13.0	0%	100%	0%	To increase work / shift patterns to enable increased service delivery.	Service redesign to increase service delivery. Removal of management post and assistant through Management Spans & Accountability Review (MSA	Dependant on closely located competitor and bereavement market - may require investment in service to result in extended working times. Spend to earn,	Risks are not attaining market share we aspire to attain. Unable to invest to reach aspired service levels.	137	65	None expected.

Service Information				Service & Financial Strategy						Savings Detail			
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
								Review). Consider extending working day to enable more cremations and offer more funeral services. This will entail additional shift work patterns.	by having highly trained team and qualified staff, who attain service accreditations (ICCM accreditations)				
Registrars	610	-138	15.0	0%	0%	100%	Fees and charge review and regular increases backed up by benchmarking info' from other local authorities, taking account of all unit costs.	Regular fee and charge increases in line with local area and business requirements, and review of unit costs	Regular fee and charge increases in line with local area and business requirements, and review of unit costs	Business needs to be maintained. Reliant on customer demand. Elements of statutory fees but opportunities exist for other fees.	5	15	None expected. See EIA 40.
Elections and Land Charges	1,164	263	12.5				No savings proposed				0	0	None expected.
Total Life Events	4,231	504	48.5								212	280	

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
Customer Services Unit													
Standards & Complaints and Customer Experience	332	332	7.1	0%	100%	0%	Comparatively small, skilled team with no equivalent commercial supplier. Service compares well with other benchmarked local authorities.	Modest staffing saving when complaint levels stabilise after period of change over forthcoming years. This will be kept under review and in response to changing complaint levels and the impact of future ICT investment.	Need to maintain versatility and flexibility within team to cover statutory and corporate aspects of complaints service. Also need to continue to develop the skills of service providers in providing quality initial responses through our training programme.	Risks to delivery are limited and are not expected to change unless there is a noticeable increase in numbers of complaint.		14	None expected.
Customer Service Centres	451	439	15.4	0%	100%	0%	The overall rationale is that the 'meet & greet' and initial enquiry facility provided by the Customer Service Advisors can be removed as a result of services who currently use the Customer Service Centres taking an end-to-end approach to working with their customers which removes the need for CSC staff to act	The proposal is to develop a Concierge model of delivery by combining the role of Customer Service Advisors and Security Officers. CSCs would therefore operate with a concierge service at the reception areas from handover during 2016/17. Channel shift is expected to reduce the number of	Channel shift for visitors who use Bart's House & HTH CSCs to reduce footfall. In later years, creating an ability to deliver all services through one CSC using a concierge model which will assist people to ticketing and waiting areas. Services will also be developing their own systems (digital services)	Knowledge and skills of concierge staff will be critical to effective delivery. Space to accommodate duty staff at HTH CSC will be necessary. Slow realisation of channel shift may mean that moving down to one CSC would not be achievable.	62	408	Design of end-to-end processes and effective channel shift should minimise any impact on customer satisfaction.

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
							as the first point of contact.	people using services face to face and the development of neighbourhood services and hubs will provide other access points. Consultation on possible closure of one of the CSCs in later years will be undertaken.	to provide end to end support.				
Reception / Switchboard	129	129	5.6	0%	100%	0%	Concierge service will absorb work of this service. Also, channel shift and contact centres are expected to result in much reduced phone calls and some face to face work. Workstyles is expected to have a more self-serving approach to visitor contact.	The Reception areas will be staffed by concierge who provides a dual function of security and customer / visitor assistance. This will reduce the workload for this service area	Introduction of virtual contact centre will enable customers to more easily directly contact the service provider. Channel shift work will result in fewer phone calls. Success of Workstyles programme in enabling self-serving visitor contact	Knowledge and skills of concierge staff.	20	100	
Concessionary Bus Travel	51	31	0.0	0%	100%	0%	Move support to transport / parking. Synergy with blue badge admin.	The application process for Concessionary Passes is being made available online which will reduce the quantity of customer	Service could successfully shift online. The nature of the transaction could be accommodated by Library or Parking teams.	Risks are limited; service will sit within medium sized team.		0	None expected.

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
								contact. Administration is currently dealt with by Customer Service Centre "meet and greet" staff. This work to transfer to Parking team/Libraries or similar.					
Total Customer Services Unit	963	931	28.1								82	522	

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
Revenues & Benefits													
Revenues & Benefits - Benefits Administration													
Administration of Housing Benefits and Council Tax Reduction awards - staffing costs budget	2,855	2,855	98.0	0%	50%	50%	The Benefits function is statutory but the combination of a reducing caseload and efficiencies give the opportunity for savings to be made. The most significant factor in downsizing is the planned introduction of universal credit which will transfer caseload to the DWP. The stated savings take the reduction in grant directly related to this work transfer into account. This service is being considered as part of the Support Function Review.	The service continues to review its processes to maximise its use of resources. The reduction in workload and the nature of the workload being transferred to the DWP provides opportunity to reduce cost while maintaining service standards. The proposals are for the deletion of a total of 30.5 posts over the 4 year period. It is further envisaged that at the end of this transfer a special subsidy officer post will either be deleted or be recharged to other authorities to at least cover its cost.	To deliver the savings while maintaining customer service standards and subsidy levels, elements of which directly correlate to performance levels.	The saving forecast is predicated on the introduction of Universal Credit to the DWP forecast timescales and accuracy. Changes in this delivery may mean a re-profiling of savings. There is subsidy risk if performance levels drop. There is also a risk of a skills shortage which may lead to recruitment and cost issues.	163	246	No impact provided customer service standards can be maintained. See EIA 41.
Administration of Housing Benefits and Council Tax Reduction awards - supplies, service and support costs	304	304	0.0	0%	50%	50%	As above.	There will be associated reductions in some supplies & serviced and support costs as the service downsizes. This is a combination of indirect employee	Effective change in service as described above.	The saving forecast is predicated on the introduction of Universal Credit to the DWP forecast timescales and accuracy. Changes in this	2	53	None.

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
								costs, postal costs print costs and publicity and marketing costs.		delivery may mean a re-profiling of savings.			
Administration of Housing Benefits and Council Tax Reduction awards - service charges	38	38	0.0	100%	0%	0%	To support the budget position by ending unnecessary payments from the General Fund to the HRA fund.	There has been a longstanding arrangement for an HRA recharge for the collection of benefit overpayments from council tenants and former council tenants. It is proposed to end this recharge.	Agreed end of transfer arrangement.	This impacts upon the HRA budget.	38	0	None.
Total	3,197	3,197	98.0								203	299	
Revenues & Benefits - Support & Contracts													
Administration of Housing Benefits, Council Tax Reduction, Council Tax and Business Rates - computer systems & document management system administration	521	521	18.1	0%	50%	50%	1. Negotiated reduction in main systems contracts 2. Negotiate systems contract reductions in light of the reduced benefit caseload. 3. Negotiate reduction in on line benefit form contract 4. Reduce associated supplies and services costs.	The service has a contract for the provision of a fully functioning housing benefit and council tax reduction system. The current main budgets have been renegotiated and savings identified. A future opportunity for further reduction has been identified. Renegotiations of smaller contracts are either ongoing or planned.	Renegotiated contracts at lower cost.	There is risk in projected contract savings if the expected Universal credit programme is delayed or market and workload forecasts are inaccurate.	72	10	None.
							Reduction in support resources in light of the	Delete one post in 2018/19 and a further post in 2019/20 (total	Maintained level of scanning and	There is a risk that the transition generates an		50	None.

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
							reduced benefit caseload	2 FTE).	indexing support for Revenues & Benefits.	increase in documents per case which may mean the scanning and indexing workload does not reduce as predicted.			
Total	521	521	18.1								72	60	
Revenues & Benefits - Discretionary Awards													
The administration of the Council's Local Discretionary Social Fund Scheme	120	120	4.0	0%	0%	100%	Central Government withdrew their direct funding of social fund payments from 1 April 2015. The council committed to funding the scheme and its administration from the welfare reform budget until 31 March 2017. Thereafter it is proposed to stop directly providing this service from council resources.	To delete 4 posts and the associated support budget funded for the purpose of the administration of the council's local social fund scheme. This budget is currently £120k.	It should be noted that this proposal generates no year on year savings but marks the stopping of a service.	There is a risk in stopping a service that provides frontline support for those in financial hardship facing a financial crisis.		0	The service will be working with the voluntary sector to work on mitigating the impact of this change.
The administration of the Discretionary Housing Payments and the Council Tax Reduction Discretionary	869	258	3.3	0%	0%	100%	To reduce the permanent element of the discretionary set aside to support the local Council Tax Reduction Scheme to proportionate	It is proposed to reduce the commitment to this fund over the next 3 years as it is not fully utilised. It was well funded initially as a prudent mitigation	Maintenance of council tax collection levels through any changes to the council's local council tax reduction	There is risk in reducing any discretionary scheme set to support the vulnerable but with revised parameters and	50	90	None expected based on current trends. See EIA 42.

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
scheme							levels.	against the pressures of reducing the funding to the main scheme.	scheme is key.	sensitive collection strategies it is believed that this risks can be reasonably mitigated. A downturn in economic conditions may impact further.			
Total	989	378	7.3								50	90	
Revenues & Benefits - Council Tax Administration													
Administration of Council Tax collection	2,444	1,586	53.9	0%	0%	100%	The collection of council tax is statutory and administration savings have to be fully considered to make sure they do not impact on collection efficiency. However some savings have been identified. This service is being considered as part of the Support Function Review.	The saving is a combination of savings due to channel shift, moving the council tax leaflet to online only, reducing postal costs because of on line and text facilities etc. and some direct supplies and service savings on underspending budgets.	Maintenance / improvement of collection performance is key.	These savings are considered low risk in the context of collection provided the digital roll out stays on track.	30	33	None expected.
Total	2,444	1,586	53.9								30	33	
Revenues & Benefits - NNDR Administration													
Administration of Business Rates collection	271	-274	8.9	0%	50%	50%	The collection of Business Rates is statutory. The focus on performance improvement	Local Authorities can award Discretionary Rate Relief (DRR) of up to 20% on properties already subject to a	Expenditure reduces to level at or below the level of the revised budget.	The risks associated in this proposal although not financially high are complex and need to be		69	None expected.

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
							relates to increasing the tax base, which while financially beneficial to the authority, falls outside of the revenue budget. This service is being considered as part of the Support Function Review.	mandatory 80% relief because they are wholly or mainly used for charitable purposes. Registered Community Amateur Sports Clubs are similarly eligible. The council can also grant 100% discretionary relief for a property if it is occupied by an organisation that is not established or conducted for profit. The proposal is to be more stringent in these awards to minimise expenditure.		considered in the light of revised corporate priorities during the 4 year budget saving process. The proposal is for the second year to allow for appropriate consideration and consultation.			
Total	271	-274	8.9								0	69	
Revenues & Benefits - Collection Performance													
Council Tax base - Council Tax Reduction scheme				0%	0%	100%	The central government grant for the Local Council Tax Reduction Scheme is reducing year on year and placing additional financial pressure on the council. It is proposed to introduce a revised local scheme to reduce some of this pressure and offset	The Service consulted on a revised proposal for 2016/17 whereby every working age council tax payer pays receives a discount of 75% before means tested relief is considered. Currently the scheme provides an 85% discount. The outcome of consultation is that a	Success is measured by the collection of the extra council tax liability generated by the revised scheme.	It is anticipated that further alterations will need to be made by the council in successive years. There is risk that the cumulative effect of the welfare reforms will impact customers propensity to pay council tax and that estimates	540	750	Minimal impact anticipated subject to economic conditions and management of welfare reform impacts. See EIA 42.

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
							the expected extra expenditure that will fall onto the scheme when Government welfare reforms begin to impact from 2016.	recommended discount of 80% for 2016/17 will be submitted to members in December.		factoring this in may prove to be inaccurate. Economic conditions will clearly be an important factor.			
Council Tax base - collection				0%	0%	100%	The service is continuing on its improvement programme and it is anticipated that this will ultimately result in improved council tax collection performance.	The service has been set a stretch target of 0.05% improvement in ultimate collection each year.	Success is measured by the percentage of liability ultimately collected in respect of the financial year.	Council Tax collection may be affected by welfare reform impact or economic conditions differently than forecast.	57	171	As the measure takes several years to fruition it is difficult to be certain of the outcome.
Business Rates base - collection				0%	0%	100%	The service is continuing on its improvement programme and it is anticipated that this will ultimately result in improved NNDR collection performance.	The service has been set a stretch target of 0.05% improvement in ultimate collection each year.	Success is measured by the percentage of liability ultimately collected in respect of the financial year.	NNDR Tax collection may be affected by changes to government relief schemes, the 2017 revaluation of rateable values and economic conditions.	27	81	As the measure takes several years to fruition it is difficult to be certain of the outcome.
Total											624	1,002	
Total Revenues & Benefits	7,422	5,408	186.2								979	1,553	

Total Revenues & Benefits (Excluding Tax Base Savings)	7,422	5,408	186.2								355	551	
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Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
Finance & Procurement													
Procurement Services													
Procurement	787	693	16.1	0%	25%	75%	Assumes pro-rata reduction in Corporate Procurement Team (CPT) to match reducing size of the authority. Service is part of the Support Function Review.	Realignment of the function as skills and compliance increase/ improve through training and toolkits. Review of non-pay budgets and IT costs. Later years' savings potentially through Support Function review delivery model.	Higher levels of understanding and compliance with good procurement practice and category management across services.	If compliance and skills do not improve, a smaller CPT could undermine the authority's ability to maximise procurement compliance and savings.	69	117	If recent investment in training and skills does not improve compliance and skills as expected across services, a reduced Corporate Team could impact on procurement compliance and savings potential.
Total	787	693	16.1								69	117	
CFO Budget													
CFO	198	198	2.0	0%	100%	0%	Budget for Executive Director of Finance & Resources. Significant saving only possible if this post/role is changed by the Authority.	Savings on training and supplies and services.	None	None	5	6	None.
Total	198	198	2.0								5	6	
Financial Services													
Financial Management & Advice	1,772	1,283	100.2	0%	25%	75%	Aligning costs with the reducing size of the organisation but also ensuring costs are lower quartile and compare favourably	Redesign of service will be undertaken including some processing changes	Needs a change to the number of supported budget holders alongside a move to self-	Risk should be low provided effective financial controls can be put in place	141	313	Impact should be manageable provided effective financial controls can be

Service Information				Service & Financial Strategy							Savings Detail		
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	£'000	£'000									£'000	£'000	
							with outsourced models. Service is part of the Support Function Review.	(Business Process Improvement), changes in management in response to Management Spans & Accountability (MSA) guidelines, and moving the service to a different customer service model. Later years' savings potentially through Support Function review delivery model.	service and more automated financial services and toolkits. Greater standardisation will be required with non-standard services either stopping or being charged for. Identification of a preferred delivery model through the Support Function Review would help deliver savings and resilience in later years.	and non-compliance is minimised (through enforcement if necessary).			put in place and non-compliance is minimised (through enforcement if necessary). See Staffing EIA S6.
Financial Accounts	558	483		0%	0%	100%	Production of financial statements is statutory but the government is continually bringing forward statutory deadlines for completion. This in turn drives the need for automation and more efficient production. Service is part of the Support Function Review.	Financial Statement production has the potential to be highly automated and the focus will be on continuing to drive efficiency in this area alongside reviewing Management Spans & Accountability.	Requires capacity to develop automated statement production outside of the closure period. Identification of a preferred delivery model through the Support Function Review would help deliver savings	Learning from best practice authorities and liaising with external auditors will be key to minimising risk to effective production and opinion on the accounts.	57	93	Learning from best practice authorities and liaising with external auditors will be key to minimising risk to effective production and opinion on the accounts.

Service Information				Service & Financial Strategy							Savings Detail		
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	£'000	£'000									£'000	£'000	
									and resilience in later years.				
Corporate Financial Services	1,549	1,447		0%	25%	75%	Transactional services (e.g. payment of suppliers, systems, and income collection) will need to benchmark at below average cost or better and compare favourably to outsourced models. Service is part of the Support Function Review.	Further efficiencies will be sought through automation, BPI, possible alignment with other transaction services across the council and, in later years, alignment with another partner.	Efficient transaction services require simple but effective systems and processes as well as strong organisational compliance. This is feasible but will also require channel shift as call handling is staff intensive. Identification of a preferred delivery model through the Support Function Review would help deliver savings and resilience in later years.	Risk should be low provided effective financial controls can be put in place and non-compliance is minimised (through enforcement if necessary).	110	292	Impact should be manageable provided effective financial controls can be put in place and non-compliance is minimised (through enforcement if necessary).
Strategic, Corporate & Treasury Services	511	413		0%	25%	75%	These are strategic advisory services that are important to retain and align closely with strategic planning processes (e.g. budget setting, investment strategy, MTFs production, etc.). Service is part of the Support	This area is not recommended for significant reduction given the financial outlook for the authority but some efficiency may be possible through either BPI or, in later years,	Identification of a preferred delivery model through the Support Function Review would help deliver savings and resilience in later years.	Key risk is resilience of the function as the importance of strategic financial planning and advice increases with the complexity of the financial		27	Key risk is resilience of the function as the importance of strategic financial planning and advice increases with the complexity of the financial

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
							Function Review.	through a preferred Support Function delivery model.		situation.			situation.
Total	4,390	3,626	100.2								308	725	
Insurance Services													
Insurance	145	136	3.6	0%	100%	0%	A small but effective unit where costs will continue to be reviewed to ensure VFM. Service is part of the Support Function Review.	Further automation should allow removal of clerical tasks.	Needs capacity and skills to develop automated processing.	Low risk	9	11	None.
Total	145	136	3.6								9	11	
Total Finance & Procurement	5,520	4,653	121.9								391	859	

Service Information				Service & Financial Strategy							Savings Detail		
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	£'000	£'000									£'000	£'000	
Internal Audit and Corporate Fraud													
Internal audit	698	641	12.6	0%	25%	75%	IA is a statutory service providing assurance in internal control environment and support to service managers. Corporate fraud is a non-statutory service that reduces the council's costs by preventing and detecting fraud. Service is part of the Support Function Review.	Reduce costs per day through shared service (through economies of scale and winning work). Reduce number of days to deliver audit plan and corporate fraud work.	Keeping costs competitive to win additional work.	Expected income levels are not realised and so costs are higher than expected.	64	113	Potential reduction in the support for services to improve internal control and prevent fraud & corruption and loss of income through loss, error and fraud. Expect to mitigate this through greater focus on risk and applying learning from other local authorities.
Total Internal Audit and Corporate Fraud	698	641	12.6								64	113	

Service Information				Service & Financial Strategy						Savings Detail			
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	£'000	£'000									£'000	£'000	
Head of Human Resources & Organisational Development													
Leadership of HR	137	56	3.0	0%	100%	0%	Continue to support modernisation programme and implement optimum service delivery methods and alternative models of delivery to drive efficiency.	Linked to Support Functions review.	Model of delivery of HROD services the organisation requires to meet its business need must be agreed.	Service demands do not change and reduction of resource is delayed.		0	None expected.
Total	137	56	3.0								0	0	
Organisational & Workforce Development													
Courses	968	893	12.9	100%	0%	0%	Manage programme delivery more efficiently.	As part of service review define service offer to organisation and resource required to deliver. Includes deletion of 2 posts Head of OD and OD Manager.	85% of training budgets are related to adult and children's social care training, including PVI sector and are commissioned on behalf of these directorates. The review will determine the skills training required for the future workforce in light of service transformation.		50	64	Training will be focused on essential training only.
Qualifications	302	303	2.4	100%	0%	0%	Restrict applications to essential qualifications and year 2. Do not pay honoraria to Social Workers.			Year 2 savings assume that DfE grant funding is still paid to BHCC.	10	64	Minimal as essential professional qualifications will be supported.
E Learning	100	100	2.0	0%	100%	0%					0	63	
Projects and consultancy support	284	284	4.0	100%	0%	0%					101	64	OD programme will limit to priority action - use of operating budget for commissioning external resource if required. Could impact on pace of

Service Information				Service & Financial Strategy						Savings Detail			
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	£'000	£'000									£'000	£'000	
													delivery on culture change programme.
Total	1,654	1,580	21.3								161	255	
HR Business Partnering													
HR Business Partnering Support	318	131	7.1	100%	0%	0%	As part of service review define service offer to organisation and resource required to deliver. Service is part of the Support Function review.	Minimal saving as this is a key modernisation and change support team.	None.	None.	0	15	None.
Total	318	131	7.1								0	15	
Occupational Health & Wellbeing													
OH Contract (Team Prevent)	231	-25	0.6	0%	0%	100%	Continue to operate as a contract to achieve best value. In March 2017 the current OH contract comes to an end, award of the new contract will be determined on quality of service & a pricing model that demonstrates VFM & that further savings can be made.	Remove staffing budget. Aim to make contract self funding.	Attendance management action plan, year 2 of the cultural change programme being implemented e.g. performance management with consequence.	Actions from attendance management action plan & year 2 of the cultural change programme are dependant on competence and willingness of staff to create the change required.		0	Develop a rehabilitation programme for staff, such as a temporary redeployment procedure that ensures staff who are not fit to do their substantive role but are fit to do sedentary duties can remain at work but are placed in supernumerar

Service Information				Service & Financial Strategy							Savings Detail		
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	£'000	£'000									£'000	£'000	
													y roles (decreasing role demand or pressures in identified areas) or in vacancies, therefore decreasing potential agency/ employee or sickness absence costs.
Wellbeing				0%	0%	100%	Income generation opportunity.	Self financing staffing cost from income.			0	20	None.
Services to schools	76	-1		0%	100%	0%	No change.					0	None.
Total	307	-26	0.6								0	20	
HR Policy & Projects													
HR Policy & Projects	195	80	5.5	0%	100%	0%	Review policy approach to enable self-service. Rationalise and simplify policy and guidance.	Service is part of Support Function review. Deletion of Sc6 vacancy.	Skills and compliance with policy and self service are key.		32	46	None.
Admin all areas	30	30	1.0	0%	100%	0%	Review commercial approach re use of casual/temporary employees.	Service is part of Support Function review.				0	None.
Pay and Reward	222	173	6.0	0%	100%	0%	Introduce job families over next 2/3 years to reduce requirement for lengthy Job	Service is part of Support Function review. Redesign of job evaluation support.	Effective implementation of streamlined job groups (families).	Potential resistance from services focussing on change		0	None.

Service Information				Service & Financial Strategy							Savings Detail		
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	£'000	£'000									£'000	£'000	
							Evaluation processes and appeals.			management.			
Total	447	283	12.5								32	46	
HR Operations													
Recruitment	213	87	8.1	0%	100%	0%	Reductions arising from vacancy slowdown and reducing size of organisation.	Deletion of 1 FTE vacancy.			0	16	None.
Establishment/ Vacancy control	69	28	3.0	80%	20%	0%	Potential for savings via income budgets and turnover across HROD.	Review all transactional processes.	Effective Establishment Control is required.		75	16	Reduce service capacity as turnover impacts - managers in services will need to self service and use the HR information system and intranet.
Payroll & Pensions	231	95	9.4	0%	100%	0%	Service is part of Support Function review.	Potential for staffing efficiencies in later years through Support Function review model.	Economies of scale and improved self service capability are required.			32	None expected.
Total	513	210	20.5								75	64	
HR Advisory													
HR Employee Relations advice	526	216	15.8	100%	0%	0%	Service review to reduce service and improve online and telephone guidance for managers to	Staffing efficiencies through service redesign.	Improved toolkits and self service advice.	Potential for increased tribunal costs if managers' do not follow correct	0	83	None expected.

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	£'000	£'000									£'000	£'000	
							undertake workforce interventions without direct support from caseworkers.			actions and advice.			
Total	526	216	15.8								0	83	
HR Schools Service													
HR Schools & Other External Service	534	219	20.3	0%	0%	100%	Reviewing as part of 'services to schools' offer to retain buyback from schools, seek new custom and develop cost model that secures income over resourcing. Part of Support Function review.	Move towards full income generated model but this could mean an additional 25% charge to schools.	Requires the majority of schools to continue to buy back service for model to be sustainable.	Financial pressures on schools may impact on buy-back.		0	Dependent on schools' financial health and continued quality of service.
Total	534	219	20.3								0	0	
Health & Safety													
H&S Advice, Assurance & Compliance	316	316	10.8	0%	0%	100%	In-house provision reduces unnecessary cost by assisting in the management of risk by ensuring proportionate allocation of resources (i.e. asbestos and fire safety management). Part of Support Function review.	Delete post currently vacant. Undertake a service redesign and create toolkits for services to operate on self service. Explore opportunities to provide more services to other public and private sector organisations. Explore services	Duty holders within the council have the tools, resources and support to ensure the effective & robust safety management arrangements are maintained to reduce exposure for the Council. Identifying a	Schools may not buy back service which will reduce the team and may affect service to other schools.	31	20	Impact will be minimal as training will be provided to duty holders & H&S team to support compliance activity & refocus service priorities.

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	£'000	£'000									£'000	£'000	
								that can be provided via an associate model.	sustainable market to sell health & safety services that generate income and enhance risk management partnerships within the city.				
Training (commissioned & internally delivered)	90	90		0%	0%	100%	Further explore opportunities to sell more services to other public and private sector bodies.	Income generation opportunity.	Effective market analysis and pricing.	Dependent on market conditions.	19	35	None.
Health & Safety Services to Schools	147	0		0%	0%	100%	Further explore opportunities to sell more services to other public and private sector bodies	Income generation opportunity.	Effective market analysis and pricing.	Dependent on market conditions.		0	None.
Total	553	406	10.8								50	55	
HR & OD Total	4,989	3,075	111.9								318	538	

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	£'000	£'000									£'000	£'000		
ICT Services														
Connectivity														
Wide Area Network (WAN)	600	600	0.2	0%	0%	100%	Service is non-statutory with a mixed supply market available from commercial and public providers. Being addressed through Support Functions Review.	WAN is already shared service with ESCC, some further cost reductions in overheads and through site reductions achievable.	Reduction in council sites, reduction in shared costs	Medium		150		
LAN, Security & Cabling	410	410	5.4	0%	0%	100%	Service is non-statutory with a mixed supply market available from commercial and public providers. Being addressed through Support Functions Review.	Cost reductions through technical & contract consolidation and shared staff services Service redesign reducing management costs, vacancy management and simplifying for alignment to shared service.	Shared architecture within shared service, Reduction in necessary work as Workstyles ends. Completion of service redesign and agreement to partner with Orbis	High	35	160		
Total	1,010	1,010	5.6								35	310		
Infrastructure														
Data Base Administrator (DBA), Citrix and Servers & Storage	777	777	13.2	0%	0%	100%	as above	Cost reductions through technical & contract consolidation and shared staff services Service redesign reducing	Move from desktop to mobile user demand. Shared operations through existing	High, risks to operational running of services, further work required to scope if these are fully		183		

Service Information				Service & Financial Strategy							Savings Detail		
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	£'000	£'000									£'000	£'000	
								management costs, vacancy management and simplifying for alignment to shared service.	and new commercial approaches. Completion of service redesign and agreement to partner with Orbis	achievable, includes analysis of managed reduction in demand for services.			
Total	777	777	13.2								0	183	
Communications													
Fixed Telephony	406	396	2.4	0%	0%	100%	as above	Reductions in contract costs, reducing costs through cheaper alternatives and as staff numbers decrease Service redesign reducing management costs and simplifying for alignment to shared service.	Reduction in contract costs through reduction in extension numbers and transfer to lower cost options. Completion of service redesign and agreement to partner with Orbis	Medium	140	20	
Email, Mobile Telephony & Blackberry	165	165	4.0	0%	0%	100%	as above	Cost reductions through technical & contract consolidation and shared staff services Service redesign reducing management costs, vacancy management and simplifying for	Common technology and service approaches, increased MS Licensing costs from 16/17 Completion of service redesign and agreement to partner with Orbis	Medium		41	

Service Information				Service & Financial Strategy							Savings Detail		
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	£'000	£'000									£'000	£'000	
								alignment to shared service.					
Total	571	561	6.4								140	61	
Customer Service													
Customer services	1,516	1,516	18.5	0%	0%	100%	as above	Significant initial increase in Microsoft licensing costs; reductions in future years as reductions in staff numbers in BHCC happen (NB these are shown in investment costs as increase above current 430k budget). Shared Service reduces costs through economies of scale and automation. Service redesign reducing management costs, vacancy management and simplifying for alignment to shared service.	Completion of service redesign and agreement to partner with Orbis	High, reductions in management capacity may damage service delivery and ability to merge	93	150	Significant reduction in senior management capacity within ICT poses risk for organisational support.
Total	1,516	1,516	18.5								93	150	
Application Support													
Social Care, Education, Housing & Environment	903	903	14.3	0%	0%	100%	as above	Cost reductions through technical & contract consolidation and shared staff services	Completion of service redesign and agreement to partner with Orbis		18	140	Significant knowledge being lost with individual and team is very

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	£'000	£'000									£'000	£'000	
								Service redesign reducing management costs, vacancy management and simplifying for alignment to shared service.					small. Principle areas of focus are in EDH.
Total	903	903	14.3								18	140	
Digital & Development													
Web & Customer Experience Management (CEM)	476	476	9.2	0%	0%	100%	as above	Creation or joining of common service through commercial approach	Increases in demand beyond current budget to be met through Customer First in a Digital Age (CFDA) Programme or charging.			0	None.
Total	476	476	9.2								0	0	
Information Management													
Information Management:- Enterprise Content Management (ECM), Document Management (MDM), Business Intelligence (BI)	731	731	14.3	0%	0%	100%	as above	Cost reductions through technical & contract consolidation and shared staff services Significant growth in demand through CFDA and service requirements, Service redesign reducing management costs, vacancy	Completion of service redesign and agreement to partner with Orbis. Increases in demand beyond current budget to be met through CFDA Programme or charging.	Medium	48	40	Significant risks around rising demand while support is reducing

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	£'000	£'000									£'000	£'000	
								management and simplifying for alignment to shared service.					
Total	731	731	14.3								48	40	
Information Assurance													
Records Management, Information & Cyber Security, and Data Protection	463	463	8.7	0%	0%	100%	as above	Cost reductions through technical & contract consolidation and shared staff services Significant growth in demand continues and service requirements. Service redesign reducing management costs, vacancy management and simplifying for alignment to shared service.	Completion of service redesign and agreement to partner with Orbis	High, increasing cybersecurity threats pose significant risk	42	60	Reduction in senior management capacity within ICT poses risks for organisational support.
Total	463	463	8.7								42	60	
Business Strategy													
Business Engagement and Business Support	262	262	6.0	0%	0%	100%	as above	Cost reductions through technical & contract consolidation and shared staff services Significant growth	Completion of service redesign and agreement to partner with Orbis	High, risk that lack of commercial skills and capacity will lead to financial risks on contracts	28	80	Significant reduction in senior management capacity within ICT poses risk for organisational support.

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	£'000	£'000									£'000	£'000	
								in demand continues and service requirements. Service redesign reducing management costs, vacancy management and simplifying for alignment to shared service.					support.
Business Analysis and Enterprise Architecture	151	151	3.1	0%	0%	100%	as above	Cost reductions through technical & contract consolidation and shared staff services Significant growth in demand continues and service requirements. Service redesign reducing management costs and simplifying for alignment to shared service.	Increases in demand beyond current budget to be met through CFDA Programme or charging. Completion of service redesign and agreement to partner with Orbis		0		
Total	413	413	9.1								28	80	
Change Portfolio													
ICT Consultancy & Programme Management	181	181	3.7	0%	0%	100%	as above	Shared Service presents opportunities for	Increases in demand beyond current budget to	Medium		40	

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	£'000	£'000									£'000	£'000	
								sharing of function Service redesign reducing management costs, vacancy management and simplifying for alignment to shared service.	be met through CFDA Programme or charging. Completion of service redesign and agreement to partner with Orbis				
Total	181	181	3.7								0	40	
ICT Support to Schools													
ICT Support to Schools	1,131	21	19.4	0%	0%	100%	Service is cost neutral or surplus generating. Aim would be to achieve full cost recovery of support costs and year on year small income increases.	Continued growth in trading income while consolidating offers through shared service. Opportunities through new markets (geographical and market sector) Potential inclusion in service redesign reducing costs and simplifying for alignment to shared service, while increasing income	Dependent on schools financial health and maintaining customer service and agreement to partner with Orbis	Medium as market is increasingly competitive. Joining Orbis removes one area of competition and provides complementary skills and capacity.	30	90	
Total	1,131	21	19.4								30	90	
Total ICT Services	8,172	7,052	122.4								434	1,154	

Service Information				Service & Financial Strategy							Savings Detail		
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	£'000	£'000									£'000	£'000	
Performance, Improvement & Programmes													
Performance & Risk Team													
Performance & Risk Teams	368	368	6.0	40%	60%	0%	Non statutory. However, important to drive continuous improvement within the organisation.	Year 1 - stop seeking ICT solution for project/programme management, stop development of performance management system and reduce non-staffing budget to an absolute minimum. Year 4 - reduce corporate support for performance improvement/risk management across the organisation.	Support will need to be put in place to build capacity across the organisation to safely reduce the corporate support	None anticipated	40	40	Low for 2016/17
Total	368	368	6.0								40	40	
Programme Management Office													
Programme Management Office - building capacity across the organisation by delivering training and developing toolkits + quality assurance on behalf of the modernisation boards	151	109	2.8	0%	100%	0%	Non statutory. However, important to drive modernisation initiatives across the organisation.	Year 1 - reduce non-staffing budget to an absolute minimum. Year 3 - reduce capacity building PMO resources for the organisation	Support will need to be put in place to build capacity across the organisation to safely reduce the corporate support	None anticipated	6	40	Low for 2016/17
Total	151	109	2.8								6	40	

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	£'000	£'000									£'000	£'000	
Programme Management Team - Modernisation													
Programme Management Office & Business Process Improvement Team	400	0	8.5				Non statutory. Funding is approved on an annual basis by the Corporate Modernisation Delivery Board.					0	
Total	400	0	8.5								0	0	
Total Performance, Improvement & Programmes	919	477	17.3								46	80	

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	Commercial Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
Property & Design													
Facilities & Building Services													
Printing, Scanning, Post & Couriers	582	344	14.9	100%	0%	0%	Post & Courier: Stop manual post service and 'The Bikes the Business' courier service. Introduce e-post to improve VfM and generate income. Service re-design.	Continue Corporate Landlord (CL) trading approach with service redesign to introduce e-post. Explore future service options through Orbis and/or out-sourcing.	Successful implementation of e-post system through appropriate ICT system.	Failure of a new e-post service, no or inappropriate ICT system will impact on anticipated savings. Understanding our exact support service overhead costs to trade effectively.	30	25	
				0%	100%	0%	Print & Scan: Confidential service which can generate income. Service redesign to consolidate all corporate print services to benefit from economies of scale.	Continue Corporate Landlord (CL) trading approach with service redesign and look at consolidation of the council's printing service. Explore future service options through Orbis and /or out-sourcing.	Agreed consolidation of print services across the council, including reduction of print and different commercial print arrangements.	No agreement with other services/members on print consolidation will impact on anticipated savings. Understanding our exact support service overhead costs to trade effectively.		32	
Facilities - Building Cleaning, Waste & Security	346	244	8.0	0%	100%	0%	Value for money assured through economies of scale and regular re-procurement of the corporate waste & recycling, cleaning and security contracts to outsourced providers.	Continue CL trading approach with small in-house management team and out-sourced service provider extended to all services. Explore future service options through Orbis and /or	Extension of our CL model to all services & buildings. Market services.	Failure to agree with services on further centralised budgets will impact on savings achievable. Understanding our exact support service overhead costs to trade	25	50	
Facilities CL Budgets	577	577		0%	0%	100%					50	0	

Service Information				Service & Financial Strategy						Savings Detail			
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	Commercial Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
								out-sourcing.		effectively.			
Premises & Helpdesk	168	159	11.3				Value for money assured through regular re-procurement of the corporate reactive maintenance service to outsourced providers.	Continue CL trading approach with a mixed economy of in-house management, small maintenance operative team & framework of outsourced contractors extended to all council premises and market service. Explore future service options through Orbis and /or out-sourcing.	Extension of our CL model to all services & buildings. Market services.	Failure to agree with services on further centralised budgets will impact on savings achievable. Understanding our exact support service overhead costs to trade effectively.		0	
Premises & Helpdesk CL Budgets	1,324	1,218		0%	0%	100%					25	20	Reduction in maintenance spend & deterioration or closure of premises unless aligned to a comprehensive and agreed disposal plan.
Building Services	364	359	6.5				Value for money assured through regular re-procurement of the corporate term maintenance service to outsourced providers. The team have management & monitoring responsibilities in respect of building related statutory H&S compliance, e.g. Legionella (L8), asbestos, fire safety, etc.	Continue CL trading approach with small in-house management team and out-sourced service provider with possibility of centralising the service across the council including management of the housing Term Maintenance Contract (TMC) services. Explore future service options through Orbis and /or out-sourcing.	Extension of our CL service to all council areas including housing. Market services.	Failure to agree with housing on further centralised services. Understanding our exact support service overhead costs to trade effectively.		0	
Building Services CL Budgets	886	886		0%	0%	100%					25	25	
Facilities & Building Services Generally	Incl. above	Incl. above		0%	0%	100%	Review future options for the longer term approach to FM delivery.	Review future options & business case for future provision of total FM services (as	Need to align existing contract expiry dates to allow this to	To be assessed as part of the business case.		0	

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
								noted above) through Orbis or by out-sourcing to a private sector provider.	happen.				
Total	4,247	3,787	40.7								155	152	
Building Surveying & Maintenance													
Building Surveying Services	771	-131	15.7	0%	0%	100%	VFM Benchmarking. Reputational and political risks associated of not correctly prioritising available funding and undertaking maintenance programmes.	Continue CL commercial trading approach and service redesign. Retain in-house and extend traded services through Orbis and/or the Greater Brighton region to increase external fee income.	Undertaking additional commissions on behalf of external public sector clients to generate additional fee income stream. Market our services to increase customer base.	Failure to secure additional commissions resulting in reduced fee income. Understanding our exact support service overhead costs to trade effectively.	10	65	
Building Surveying CL Budgets	1,419	1,419										0	
Total	2,190	1,288	15.7								10	65	
Architecture & Design													
Architecture & Design Services	851	-159	8.7	0%	0%	100%	VfM Benchmarking. The team is 100% self financing through fees earned. The fees charges are benchmarked against the private sector to ensure VFM. The fees earned not only pay for the salaries of the team but contribute to the budget of Property & Design as a whole. This function has a political dimension through the delivery	Continue CL commercial trading approach and service redesign. Retain in-house and extend traded services through Orbis and/or the Greater Brighton region to increase external fee income.	Undertaking additional commissions on behalf of external public sector clients to generate additional fee income stream. Market our services to increase customer base.	Failure to secure additional commissions resulting in reduced fee income. Understanding our exact support service overhead costs to trade effectively.	25	90	

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	Commercial Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
							of new school places and new housing in the city which is a strategic fit with the corporate plan.						
Total	851	-159	8.7								25	90	
Workstyles													
Workstyles Programme Management	91	-17	9.7	0%	100%	0%	Value for money assured through close monitoring of the Workstyles business case. This is a spend to save programme to ensure best use of our assets and has a political dimension.	Retain in-house until the completion of the Workstyles programme.	Completion of the corporate Workstyles transformation programme.	Programme risks are detailed within the Workstyles business case.		0	As detailed in the agreed Workstyles business case
Workstyles CL Budgets													
Total	91	-17	9.7								330	543	
Education Property Management													
Education Property Management	366	366	6.4				Value for money assessed through the provision of sufficient school places in the city and management of the schools investment programme. The provision of school places within the city has a political dimension.	Retain in-house. Increase Service to School offer. Explore future service options through Orbis.	Successful delivery of the schools capital investment programme.	Insufficient management through not using the in-house team will lead to an inability to achieve the capital investment programme.		0	
Education CL Budgets	1,603	1,553		0%	0%	100%							
Total	1,969	1,919	6.4								14	42	
Asset Management													
Asset Management	189	189	4.6	0%	100%	0%	VfM Benchmarking. This function has a political dimension through our corporate	Retain in-house with service redesign to avoid duplication of admin functions. Stop	Support for the transformation of services & service redesign	Disposals programme is reliant on political and service	1	54	
Asset Management	662	393		0%	0%	100%							

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	Commercial Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
CL Budgets							property strategy & asset management plan with potential impact across all directorates.	some current admin functions. Explore future service options through Orbis.	particularly for adults and children's services. Identification of additional operational property disposals to further reduce overall property running costs.	department buy-in to achieve savings targets. Understanding our exact support service overhead costs to trade effectively.			spend & deterioration or closure of premises unless aligned to a comprehensive and agreed disposal plan.
Total	851	582	4.6								51	84	
Energy & Water Management													
Energy & Water Management	179	179	4.4	0%	0%	100%	VfM Benchmarking. This function fulfils a statutory function in compliance with CRC, Department of Energy & Climate Change (DEC) & Energy Performance contract (EPC) schemes.	Continue CL trading approach with a small in-house team and an extension of traded services potentially within Orbis and / or the Greater Brighton region.	Identification of trading opportunities with other public sector partners.	Ability to trade with other public sector partners to achieve increased income levels within existing team resources. Understanding our exact support service overhead costs to trade effectively.	22	0	
Energy & Water CL Budgets	1,411	1,411		0%	0%	100%							
Total	1,590	1,590	4.4								22	25	
Estates Management													
Urban Investment Portfolio Management	476	474					Value for money assured through regular out-sourced re-procurement of the urban commercial portfolio day to day management consultancy services.	Retain out-sourced service for day-to-day management overseen by the in-house team. Derive additional rental income through rebalancing of the portfolio. Explore future	Identification and disposal of under-performing assets and the acquisition of suitable alternative assets to generate more reliable / additional rental	External economic and local market conditions may impact on anticipated rental income and our ability to rebalance the portfolio. Delivery risk for		0	
Urban Portfolio CL Budgets	545	-6,867		0%	0%	100%							

Service Information				Service & Financial Strategy						Savings Detail			
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	Commercial Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
								service opportunities through Orbis and / or Greater Brighton region.	income.	the end of the contract and OJEU lead-in period.			
Rural Investment Portfolio Management	108	106					Value for money assured through regular out-sourced re-procurement of the rural commercial portfolio day to day management consultancy services.	Retain out-sourced service for day-to-day management overseen by the in-house team. Reduce costs and generate capital receipts through the disposal of non-core assets. Explore future service opportunities through Orbis and / or Greater Brighton region.	Disposal of non-core assets to generate capital receipts. Proactive management of the portfolio to maximise rental income and achievement of corporate priorities.	External economic and local market conditions may impact on anticipated rental income and our ability to dispose of non-core assets. Delivery risk for the end of the contract and OJEU lead-in period.		0	
Rural Portfolio CL Budgets	219	-508		0%	0%	100%					50	0	Reduction in maintenance spend & deterioration or closure of premises unless aligned to a comprehensive and agreed disposal plan.
In-House Estates Management	282	251	6.2				VfM Benchmarking. This function has an important political & strategic dimension and involvement in sensitive and confidential land and property commercial transactions.	Continue CL trading approach with small in-house team with an emphasis on greater income delivery through the corporate property strategy and increased traded services potentially through Orbis and / or the Greater Brighton region.	As above and additional trading to generate additional fee income. Maximising income from our land & property assets.	As above plus the ability to trade with other public sector partners to achieve increased income levels within existing team resources. Understanding our exact support service overhead costs to trade effectively.		0	
In-House Estates CL Budgets	2,361	1,527		0%	0%	100%						100	Need for existing service to be relocated prior to lease end.
Total	3,991	-5,017	6.2								100	250	
Total Property & Design	15,780	3,973	96.4								707	1,251	

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
Legal & Democratic Services													
Legal Services													
Legal Services	1,613	1,137	31.5	20%	30%	50%	The proposed savings are designed to protect legal support for core, high risk priority services. They involve a substantial reduction in capacity with corresponding reduction in the support available. Legal Services will maximise income where possible and introduce an element of charging for non-core services. A careful balancing act will be needed to ensure the exposure to risk is commensurate with the benefit of the savings.	The preferred approach is for the service to join Orbis Public Law. This will give greater resilience, economies of scale and an opportunity to trade, enabling the support of priority services and objectives. The projected savings for 2017 onwards will be achieved from within Orbis or, if the Orbis option is not agreed, a combination of trading, a reduction in services and staffing and charging for non-core services.	Achieving savings and maintaining resilience and ensuring legal risk remains at an appropriate level.	Reduction in legal advice and representation at a time when demand is likely to rise (especially during the first 2-3 years where the likelihood of legal challenge is the highest) poses significant risk. For example, employment law support may go down to essentially employment tribunal (ET) representation, contract support limited to high value contracts (£350K) some of the enabling, preventative advice and training reduced. This risk applies to all options, but the Orbis option has the potential to mitigate this. However, the Orbis option also requires savings	101	204	This will adversely impact on the service's ability to provide a well rounded robust legal support. It will increase focus on reactive legal input rather than enabling preventative advice and support. Employment law support will focus on ET cases (no advice to member appeal panels) and procurement support limited to high value contracts.

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
										levels to be agreed between authorities and it is not clear if the others will agree a 30% saving. There is also the likelihood of an Alternative Business Structure (ABS) company which may have staffing implications			
Total	1,613	1,137	31.5								101	204	
Democratic Services													
Democratic Services	622	578	12.6	0%	100%	0%	This will focus on achieving savings that have minimum impact on the support available	Service redesign, use of information technology, rationalising supplies and services and a reduction in the offer available to support members and officers by focusing on priority areas.	Ensure core support is maintained, use of ICT maximised and compliance with statutory requirements.	The savings, especially the ones relating to printing, are dependent on the necessary investment and support from ICT (e.g. tablets for electronic agenda access.) Support for non-decision-making meetings may have to be withdrawn, greater pressure on staff and less support to members.	41	91	There may be some cost-displacement to other services from reduced support to some meetings. Less development support for members and a reduction in the overall support to members.
Total	622	578	12.6								41	91	
Safeguarding & Advice (Children & Adults)													

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
Safeguarding & Advice (Children & Adults)	225	225	14.0	0%	0%	100%	This is a critical service funded largely directly by the clients (Children and Adults). It is therefore not proposed to reduce the budget beyond the proportion attributable to the core funding of the service and where there is less impact.	It is proposed to review the provision of the service as part of the Orbis Public Law initiative and savings realised consistent with the need to ensure support for the safeguarding function. If the Orbis option is not agreed reprioritisation will be undertaken, but it is unlikely that significant savings can be made here without a disproportionate increase in risk.	Maintaining sufficient capacity consistent with safeguarding duties of the Council.	Any significant reduction in resources will impact on the council's ability to discharge its safeguarding obligations. This risk applies to all options but may be mitigated with Orbis Public Law option as it increases resilience.	4	0	There will be some impact on the admin support and some legal capacity, but this should be manageable.
Total	225	225	14.0								4	0	
Members' Allowances													
Members' Allowances	1,049	1,049		0%	100%	0%	This is designed to achieve savings but in a way that aligns with the democratic governance arrangements.	This involves taking savings from NI and superannuation contributions in year one and reducing the total cost of allowances as part of governance changes in 2017 and 2019.	Member support and approval of the Independent Remuneration Panel, retaining enough funds to pay for basic and special allowances.	May not have member support and is dependent on changes to governance arrangements being agreed.	44	246	Less room for flexibility if there is an increase in the allowances take up
Total	1,049	1,049	0.0								44	246	
Total Legal & Democratic	3,509	2,989	58.1								190	541	

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
Corporate Budgets													
Concessionary Bus Fares													
Concessionary Bus Fares Scheme	10,785	10,785			100%		Statutory reimbursement based on national formula and maintain discretionary elements of the scheme (9am - 9.30am and 11pm to 3.59am weekdays)	Maintain option of fixed deal where this provides Value for Money to minimise impact of growth in trips and increasing cost. Lower inflation and lower growth in trips means the planned budget can be reduced	Successful negotiations with key bus operators	Fixed deals provide certainty for both parties. Without this there are significant financial risks	240	350	
Taxi Voucher scheme	43	43			100%		This is a discretionary service provided by the council				0	0	
Total	10,828	10,828	0								240	350	
Financing Costs													
Debt and investment interest	4,923	4,325			100%		Service is provided through a combination of professional advisors and in house treasury management	Proactively review debt portfolio to bring down average cost	Forecasts of future interest rates	Interest rate changes		0	
Minimum Revenue Provision (MRP)	9,292	4,352			100%		Service is provided through a combination of professional advisors and in house treasury management	Review MRP statement and strategy to reprofile MRP for capital investment funded through borrowing. Saving is expected to be in the range of	Review of all debt with advisors to agree a revised MRP profile that meets statutory requirements	External Audit challenge MRP assumptions. Any reductions cannot be realised until external audit agree to calculation	0	0	

Service Information				Service & Financial Strategy							Savings Detail			
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes	
	£'000	£'000									£'000	£'000		
Total	14,215	8,677	0					£0.5m - £2.0m		method	0	0		
Contingency & Risk Provisions														
Risk Provisions & other contingency items	1,851	1,851			100%		Level set annually at budget council. Current estimate in 2016/17 is £4.5m						0	
Total	1,851	1,851	0								0	0		
Insurance														
Premiums	1,667	1,667			100%		Premiums are third party payments that are regularly reviewed and re-procured.	Balance the cost of premiums and levels of excess for VFM. Absorb the increase in Insurance premium tax	Ongoing risk management and review of claims history to inform correct insurance cover and levels of excess/self insurance	Insurance market can be volatile. Claims history can change as council services change risk levels	0	0		
Excesses/deductibles/self insurance	1,546	1,546			100%		Premiums and excesses need to be viewed together	Need to balance the cost of premiums and levels of excess for VFM			0	0		
Total	3,213	3,213	0								0	0		
Corporate Pension Costs														
Corporate Pension Costs	2,387	2,387			100%		Statutory requirement to pay for historic retirement decisions of former employees that included added years.	Review liabilities annually to take account of reducing former employees who received this benefit		Annual inflationary increases to pensions are more than the reduction in liabilities	16	48		
Total	2,387	2,387	0								16	48		
Carbon Reduction Commitment														
Carbon Reduction Commitment expenditure	360	360			100%		Statutory requirement to purchase allowances for	Phase 2 of the CRC ends in 2018/19. Use pre purchased allowances over the	The councils Carbon emissions reduce over the period	Allowances increases by more than inflation and carbon emissions	150	0		

Service Information				Service & Financial Strategy							Savings Detail		
Service Area	Gross budget 2015/16	Net budget 2015/16	Budget FTE 2015/16	Stop (Funding)	Retention & Redesign	'Commercial' Approach	Rationale for Strategy	Service & Financial Proposals	Parameters to work / Success factors	Delivery Risk (if success factors fail)	Savings 2016/17	Savings 2017/18 to 2019/20	Impact on Outcomes
	£'000	£'000									£'000	£'000	
							carbon emissions	next 3 years alongside the recurrent budget.		do not reduce			
Total	360	360	0								150	0	
Levies & Precepts													
Levies & Precepts including: Sussex Inshore Fisheries & Conservation Area, Environment Agency and Enclosure Committees	171	171					Statutory requirement for external organisations to raise a levy / precept on the authority.	Set by external organisations.			0	0	
Total	171	171	0								0	0	
Unringfenced Grants													
Unringfenced grants including: S31 Business Rates Retention (BRR) Scheme, New Homes Bonus, Education Services, PFI Grants and Housing Benefit Admin Grants.	0	-16,509					Set by government	S31 BRR Scheme grants offset against the BRR Scheme income. The majority of the remaining grants are likely to be reduced and pressure funding has been allocated.			0	0	
Total	0	-16,509	0								0	0	
Total Corporate Budgets	33,025	10,978	0								406	398	

Annual Minimum Revenue Provision (MRP) Statement

Statutory guidance issued by the government in February 2008 requires the council to prepare an annual statement regarding the amount of debt that will be repaid in the following year.

The following statement is recommended for approval as an amendment to the 2015/16 MRP policy and for approval for 2016/17:

For 2015/16 and 2016/17 the following provision will be made in the revenue account:

- For all debt where the government has provided revenue support (supported capital expenditure), the council will provide MRP at a rate of 2% on a straight line basis, excluding any Housing Revenue Account (HRA) debt.
- For debt where the government provides no revenue support:
 - Where the debt relates to an asset, the council will set aside a sum equivalent to repaying debt over the life of that asset either in equal annual instalments or on an annuity basis; the method determined as the most financially beneficial to the council over the life of the asset;
 - Where the debt relates to expenditure which is subject to a capitalisation direction issued by the Government the council will set aside a sum equivalent to repaying debt over a period consistent with the nature of the expenditure under the annuity basis;
 - In the case of assets under construction, MRP will be delayed until the relevant asset becomes operational;
 - Where the debt relates to capital loans to a third party, the council will make MRP payments consistent with the repayment of loan instalments from the third party.
- In the case of finance leases and on-balance sheet PFI contracts the MRP requirement will be regarded as met by a charge equal to the element of the lease payment or unitary charge that is applied to write down the balance sheet liability in the year.

Brighton & Hove City Council – Prudential Indicators 2016/17 to 2018/19

The following prudential indicators are recommended for the council.

A Prudential indicators for Affordability

In demonstrating the affordability of its capital investment plan the council must:

- determine the ratio of financing costs (e.g. capital repayments, interest payments, investment income, etc) to net revenue stream for both the Housing Revenue Account (HRA) and non-HRA services for a 3 year period; and
- determine the incremental impact on the council tax and housing rent (in both instances the scope for increases is governed by the Government's ability to limit council tax increases and the current restriction on council rents).

Indicator A1 sets out the ratio of financing costs to net revenue stream. The estimates of financing costs include current commitments and the proposals in this budget report.

A1 *Prudential indicator – Estimates of the ratio of financing costs to net revenue stream 2016/17 to 2018/19*

	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate
	£'000	£'000	£'000
Non-HRA	8.7%	9.1%	10.6%
HRA	14.1%	11.7%	12.7%

Indicators A2 and A3 set out the estimated incremental impact on both the levels of council tax (Band D equivalent) and housing rents of the recommended capital investment plans and funding proposals on schemes not yet approved. The impact has been calculated using the latest projections on interest rates for both borrowing and investments.

A2 *Prudential indicator – Estimates of the incremental impact of the new capital investment decisions on the council tax 2016/17 to 2018/19*

	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate
Addition in council tax requirement	£0.32	£30.14	£77.24

A3 Prudential indicator – Estimates of the incremental impact of the new capital investment decisions on the average weekly housing rents 2016/17 to 2018/19

	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate
Addition in average weekly housing rent	£44.17	£43.63	£43.60

B Prudential indicators for Prudence

A key indicator of prudence is that the council's gross debt does not, except in the short term, exceed the total of the council's need to borrow. This allows some flexibility for limited early borrowing for future years, but ensures that borrowing is not undertaken for revenue purposes. Under the Code the underlying need to borrow for a capital purpose is measured by the capital financing requirement.

Indicator B1 compares the estimated gross debt (i.e. including PFIs and other long term liabilities) with the estimated capital financing requirement as at 31 March each year. Indicator B2 compares gross debt to net debt to show the extent of borrowing in advance of need (where applicable).

B1 Prudential indicator – Gross debt (including PFI liabilities) and the capital financing requirement 2016/17 to 2018/19

	31-Mar-17 Estimate	31-Mar-18 Estimate	31-Mar-19 Estimate
	£'000	£'000	£'000
External Debt	279,602	295,695	326,399
PFI Liabilities	51,745	49,458	47,003
Gross debt (incl PFI liabilities)	331,347	345,153	373,403
Capital financing requirement	380,972	413,485	443,890

B2 Prudential indicator – Gross debt (including PFI liabilities) and Net debt 2016/17 to 2018/19

	31-Mar-17 Estimate	31-Mar-18 Estimate	31-Mar-19 Estimate
	£'000	£'000	£'000
External Debt	279,602	295,695	326,399
PFI Liabilities	51,745	49,458	47,003
Gross debt (incl PFI liabilities)	331,347	345,153	373,403
Net debt (incl PFI liabilities)	305,658	319,168	347,043

C Prudential indicator for Capital Expenditure

Elsewhere on this agenda is a report recommending the capital investment plans for the council over the next three years. Indicator C1 summarises the recommendations within that report. Indicator C2 sets out the estimates of the capital financing requirement over the same period.

C1 *Prudential indicator – Estimates of total capital expenditure 2016/17 to 2018/19*

	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate
	£'000	£'000	£'000
Total non-HRA	82,209	164,200	143,396
Total HRA	60,211	39,700	24,381
Total programme	142,420	203,900	167,777

In considering the capital investment plan the council has had regard to a number of key issues, namely:

- affordability, e.g. implications for council tax/housing rents
- prudence and sustainability, e.g. implications for external borrowing
- value for money, e.g. option appraisal
- stewardship of assets, e.g. asset management planning
- service objectives, e.g. strategic planning for the authority
- practicality, e.g. achievability of the forward plan.

C2 *Prudential indicator – Estimates of capital financing requirement 2016/17 to 2018/19*

	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate
	£'000	£'000	£'000
Non-HRA	240,442	262,826	294,133
HRA	140,530	150,659	149,757
Total	380,972	413,485	443,890

The estimates are based on the financing options included in the capital investment report. The estimates will not commit the council to particular methods of funding – the actual funding of capital expenditure will be determined after the end of the relevant financial year.

The council has a number of daily cash-flows, both positive and negative, and manages its treasury position in terms of its borrowings and investments in accordance with the approved treasury management strategy and practices. In day to day cash management no distinction can be made between revenue cash and capital cash. External borrowing arises as a consequence of all the financial transactions of the authority and not simply those arising from capital spending. It is possible therefore, that external debt could exceed the capital financing requirement in the short term.

D Prudential indicators for External Debt

A number of prudential indicators are required in relation to external debt.

D1 *Prudential indicator – Authorised limit 2016/17 to 2018/19*

	2016/17	2017/18	2018/19
	Estimate	Estimate	Estimate
	£'000	£'000	£'000
Borrowing	350,000	385,000	420,000
Other long term liabilities	54,000	52,000	50,000
Total	404,000	437,000	470,000

The authorised limit is the aggregate of gross borrowing (i.e. before investment) and other long term liabilities such as finance leases. **In taking its decisions on the budget report the council is asked to note that the authorised limit determined for 2016/17 in the above table is a statutory limit required to be determined by full Council under section 3(1) of the Local Government Act 2003.**

The authorised limits are consistent with the council's current commitments, existing plans and the proposals in the budget report for capital expenditure and financing, and with its approved treasury management policy statement and practices. The Acting Director of Finance & Resources confirms that they are based on the estimate of most likely, prudent but not worst case scenario, with, in addition, sufficient headroom over and above this to allow for operational management, for example unusual cash movements. Risk analysis and risk management strategies have been taken into account, as have plans for capital expenditure, estimates of the capital financing requirement and estimates of cash flow requirements for all purposes.

D2 Prudential indicator – Operational boundary 2016/17 to 2018/19

	2016/17	2017/18	2018/19
	Estimate	Estimate	Estimate
	£'000	£'000	£'000
Borrowing	338,000	373,000	407,000
Other long term liabilities	54,000	52,000	50,000
Total	392,000	425,000	457,000

The operational boundary is based on the authorised limit but without the additional headroom. The operational boundary represents a key management tool for in-year monitoring by the Executive Director of Finance & Resources. As with the authorised limit figures for borrowing (gross) and other long term liabilities are separately identified.

The authorised limit and operational boundary separately identify borrowing from other long-term liabilities. The council is recommended to delegate authority to the Executive Director of Finance & Resources, within the total limit for any individual year, to effect movement between the separately agreed limits for borrowing and other long term liabilities, in accordance with option appraisal and best value for money for the authority. Any such changes made will be reported to the council at its next meeting following the change.

D3 HRA limit on indebtedness 2016/17 to 2018/19

	2016/17	2017/18	2018/19
	Estimate	Estimate	Estimate
	£'000	£'000	£'000
HRA limit on indebtedness	156,839	156,839	156,839
HRA capital financing requirement (C2)	140,530	150,659	149,757

Under the reform of housing finance implemented from 1st April 2012 the Government has published the *Limits on Indebtedness Determination 2012* which sets out the maximum amount of housing debt that the council may have outstanding at any one time. For the purposes of D3 housing debt is deemed to equal the HRA capital financing requirement.

E Prudential indicators for Treasury Management

A number of prudential indicators are required in respect of treasury management. The indicators are based on the council's treasury management strategy and take into account the pre-existing structure of the council's borrowing and investment portfolios.

E1 Prudential indicator – Brighton & Hove City Council has adopted the “CIPFA Code of Practice for Treasury Management in the Public Services” within Financial Standing Orders.

E2 Prudential indicators – Upper limits on interest rate exposure 2016/17 to 2018/19

	2016/17	2017/18	2018/19
Upper limit on fixed interest rate exposure	108%	108%	107%
Upper limit on variable interest rate exposure	43%	43%	43%

The above percentages are calculated on the net outstanding principal sums (i.e. net of investments). The upper limit of 108% is a consequence of the council maintaining a limited investment portfolio.

Indicator E2a exemplifies the indicator over borrowing and investment.

E2a Prudential indicators (supplemental) – Upper limits on interest rate exposure 2016/17 to 2018/19

	2016/17	2017/18	2018/19
Upper limit on borrowing – fixed rate exposure	100%	100%	100%
Upper limit on borrowing – variable rate exposure	40%	40%	40%
Upper limit on investments – fixed rate exposure	100%	100%	100%
Upper limit on investments – variable rate exposure	100%	100%	100%

Indicator E2a is supplemental to Indicator E2 and shows separately the maximum limits for both borrowing and investments. The indicator is not a requirement of the prudential code but it does show more clearly the interest rate exposure limits within which borrowing and investments will be managed. The effect of the limits is that the Executive Director of Finance & Resources will manage fixed interest rate exposure within the range 60% to 100% for borrowing and within the range 0% to 100% for investments.

E3 Prudential indicator – Upper and lower limits on the maturity structure of borrowing 2016/17

	Upper limit	Lower limit
Under 12 months	40%	0%
12 months and within 24 months	40%	0%
24 months and within 5 years	50%	0%
5 years and within 10 years	75%	0%

10 years and above	100%	40%
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The limits in Indicator E3 represent the amount of projected borrowing that is fixed rate maturing in each period as a percentage of total projected borrowing that is fixed rate at the start of the period.

E4 Prudential indicator – Principle sums invested for periods longer than 364 days

	2016/17	2017/18	2018/19
	£000	£000	£000
Limit	25,000	25,000	25,000

Budget 2016/17 Equality Impact Assessments (EIAs) for impacts on Service-Users and Staff: Process, Assessment and Planned Actions

Summary

The council is legally required (in the Equality Act 2010) to evidence how it has rigorously considered its equality duties in its budget-setting process. To achieve this, Equality Impact Assessments (EIAs) have been completed on all budget proposals where a potential impact has been identified on service-users and on staff related to their legally protected characteristics. Further assessment will be made in relation to implementation, if budget proposals are accepted.

Impacts are identified and mitigating actions proposed where possible. All EIAs are available in Appendix 11 and should be considered alongside the relevant proposal. Specific staff EIAs are available on request.

This document explains the EIA process and identifies the cumulative impacts, across all the proposals, and overall mitigating actions which will need to be taken. Within the framework of significant budget reductions there will inevitably be impacts on specific individuals and groups, but proposed mitigating actions will reduce these as far as possible, and monitoring of actual impact will enable appropriate interventions as proposals are implemented.

Service-Users

At this stage, significant impacts across multiple proposals have been identified on the following groups of service-users:

- Age: older and younger people
- Disability (including people with learning disabilities)
- Ethnicity
- Gender: women
- Child poverty

The most important impacts and/or mitigating actions at this stage are:

- Using assessments for service-users and carers to target needs and maintain statutory provision.
- Making commissioning more efficient and cost effective to maintain quality while targeting services better, working with partners to pool funding where possible.
- Communicating changes to all stakeholders, effectively and appropriately
- Reducing funding for some mainstream/open activities and focusing on targeted priority groups.
- Pressures on Third Sector (CVS) from multiple proposals and national context.
- Where impacts are identified, there are plans for further consultation with stakeholders and further equality analysis on how changes are implemented.
- Closer and more efficient partnership working to fill gaps and increase efficiency.
- Encouraging residents to volunteer and become more actively engaged in activities, which has both benefits and risks; co-ordinating support for this.

- Ongoing local impacts of national changes to the welfare system, combined with rising/high living costs, impact some groups more severely than others.
- 'Channel Shift' encouraging online access to services, maintain alternative provision for people who can't use digital technologies.
- Using restructure opportunities to improve services in terms of opening hours, venues and methods of provision; communicating changes so everyone can benefit.

Staff

Potential impacts have been identified for individuals with the following protected characteristics, based on the fact that there is a higher representation in staff groups affected, or that proposals could further erode the representation of an already under-represented group. Further detail is below and specific decisions on how to implement budget decisions with impacts on staff will be made after further exploring the equality issues through staff consultation processes:

Disability
Age
Gender
Ethnicity
Gender reassignment
Religion or Belief
Sexual Orientation

The most important impacts and/or mitigating actions at this stage are:

- Involve staff in discussions about service redesign and follow the principles and governance arrangements in the [service redesign toolkit](#).
- Use equality data to develop detailed proposals and continue assessing impacts.
- Ensure relevant policies and procedures are equitably and appropriately applied.
- Review vacant posts, use of agency employees etc to minimise the impact on current substantive post holders.
- Where possible consider voluntary severance to reduce compulsory redundancies.
- Ensure all selection processes are clear and free from bias, and take into account individual needs.
- Ensure clear processes and criteria in selection for voluntary redundancy.
- Ensure managers involved in selection have completed relevant training.
- Managers delivering service changes are supported and advised by HR.
- All employees are offered meetings to discuss circumstances and concerns and are offered interview skills and CV writing training.
- Attach EIA to consultation documents, and continue to assess equality impacts.
- Consider the need for support and training to re-skill in new working methods.

Full details of all impacts and actions are below.

1. Introduction

- 1.1** This report describes the process of Equality Impact Assessment (EIA) made on the budget proposals for 2016/17 and analyses the findings. The council has legal duties under the Equality Act 2010 to consider the needs of diverse people in our budget-setting processes and address negative impacts where possible. Budget EIAs are one element of this process.
- 1.2** Budget EIAs evidence how the council is meeting this duty. EIAs are available in Appendix 11.
- 1.3** This report describes:
- the council's legal duties in the budget-setting process (section 2);
 - which legally protected groups of service-users are identified at this stage as potentially experiencing disproportionate impacts, cumulatively from proposals (section 3);
 - council-wide cumulative impacts on service-users identified at this stage and the over-arching actions needed to mitigate negative impacts and maximise positive impacts (section 4);
 - impacts identified from known data on staff across all proposals, across the council and in specific directorates (section 5);
 - council-wide mitigating actions, to reduce/remove negative impacts on staff (section 6);
 - the national and local context (sections 7 and 8);
 - the council's approach to and aims in EIA as part of decision-making (section 9).

2. Our legal duties

- 2.1** Under the equality duty set out in the Equality Act 2010, public authorities must have 'due regard' to the need to eliminate unlawful discrimination, harassment and victimisation, to advance equality of opportunity, and to foster good relations between people who share a protected characteristic and those who do not.
- 2.2** The protected groups covered by the equality duty are: age, disability, gender reassignment, pregnancy and maternity, race/ethnicity, religion or belief, sex and sexual orientation. The duty also covers marriage and civil partnerships (only in respect of eliminating unlawful discrimination). Assessment has also been included of impacts and actions in relation to child poverty.
- 2.3** The law requires that public authorities demonstrate that they have paid conscious and rigorous attention to the equality duty aims in their decision-making.
- 2.4** By law, our assessments of impact on equality must:
- Contain enough information to enable a public authority to demonstrate it has had 'due regard' to the aims of the equality duty in its decision-making;
 - Consider ways of mitigating or avoiding any adverse impacts.

Our Budget EIA process meets these requirements.

- 2.5** The Public Sector Equality Duty (PSED) does not prevent councils from making difficult decisions such as reorganisations and relocations, redundancies, and service reductions, nor does it prevent decisions which may affect one group more than another group.
- 2.6** The duty does enable public bodies to demonstrate that they are making financial decisions in a fair, transparent and accountable way. This involves considering the needs and the rights of different members of the community, how impacts will affect them and mitigating negative impacts as fully as possible.
- 2.7** Nationally, there have been a number of successful legal challenges to funding decisions because public authorities have failed to show such consideration. In such cases, the public authority may have to start the decision-making process again, with improved consultation and evidence-gathering to identify the impact on particular groups.

“Even when the context of decision-making is financial resources in a tight budget, that does not excuse compliance with the PSEDs [Public Sector Equality Duties], and there is much to be said for the proposition that even in straitened times the need for clear, well informed decision-making when assessing the impacts on less advantaged members of society is as great, if not greater.”

Blake J in R (Rahman) v Birmingham City Council
[2011] EWHC 944 (Admin)

3. Service-Users: Overall Assessment

- 3.1** The EIA process and consultation have been based on identifying whether or not impacts are likely to be different for a person because of their protected characteristic(s) (with a focus on where impacts may be worse) and if so, list the proposed mitigating actions.
- 3.2** There has also been an assessment of:
- the impact of funding changes from one service on another across the council (cumulative impacts);
 - the overall risk, rated simply as 1 to 5 (1 being low or minimal risk);
 - what mitigating actions can be taken, and how we can monitor, evaluate and take action on impacts which may occur;
 - whether further assessment of equality impact is needed.
- 3.3** The overall assessment is that the proposals put forward have all been considered within the framework of the council’s legal duties under the Equality Act 2010 and due regard has been given to the potential impacts on people arising from or linked to their legally protected characteristics. Within the framework of significant budget reductions there will inevitably be impacts

on specific individuals and groups, but proposed mitigating actions will reduce these as far as possible, and monitoring of actual impact will enable appropriate interventions as proposals are implemented.

- 3.4** However, the EIAs do highlight concerns about the council's ability to achieve our Corporate Plan principle of 'increasing equality' in service delivery. Therefore we have identified key activities to ensure continued progress against this aim. More details are below.

4. Service-Users: Identified Cumulative Impacts and Proposed Mitigating Actions

- 4.1** The EIA template highlights where officers identify a cumulative impact linked to other services or the wider local/national context. The Communities, Equality & Third Sector team has also considered all the EIAs to assess where groups may be impacted by more than one change across the council.

- 4.2** Impacts are identified across a number of budget proposals for the following protected characteristics:

- Age: older and younger people
- Disability (including people with learning disabilities)
- Ethnicity
- Gender: women
- Child poverty

- 4.3** These are the result of proposed changes to a number of services targeted towards these groups. Specific actions to mitigate as far as possible impacts arising from each proposal are defined within the relevant EIAs. In addition council-wide mitigating actions are detailed below.

4.4 Cumulative impacts and proposed mitigating actions identified from EIAs:

- 4.4.1 Statutory provision and assessment:** Services will maintain this to protect the most vulnerable, but there is likely to be a reduction in support for some people with resulting impacts on their care, independence and support, and consequent impacts on carers. Services which use assessments will ensure that these are completed (for service-users and carers, where relevant) before any changes are made, so services can target needs effectively and efficiently. This also requires communication of this process to service-users, carers, relevant Community and Voluntary Sector groups and other partners.

- 4.4.2 Commissioning:** Making this more efficient and cost effective to maintain quality while targeting services better. This includes pooling funding between partners to meet linked or similar outcomes through commissioned work. In order to ensure compliance with the equality duty, equalities requirements must be built into commissioning processes and contracts to ensure that diverse needs are appropriately identified, addressed and monitored.

- 4.4.3 Communicating Changes:** The changes to many services will be significant and there is a strong commitment to ensure that service-users, carers, families, relevant CVS groups and other partners are aware so that transitions, especially for the most vulnerable, are understood and managed as well as possible. All groups must receive information in ways which are appropriate and accessible, and as early as possible to enable safe and effective transition through any changes.
- 4.4.4 Priority Groups:** Funding is reducing for some mainstream/open activities, while there is an increased focus on targeted priority groups and earlier interventions. This often builds on work done previously to widen mainstream activities to make them more accessible and inclusive for everyone. This approach requires that equalities monitoring and knowledge of communities is extremely robust so that priority groups are accurately identified and changes in the city and/or need are recognised and addressed.
- 4.4.5 Pressures on Third Sector (CVS):** Changes, especially reductions in services make it likely that service-users will seek support and advice elsewhere, specifically in the CVS, adding to a pattern of already increasing demand. In addition, all of these proposals combine within a wider context of reducing national funding for CVS services. The combined impacts could be considerable, requiring further changes within the Third Sector.
- 4.4.6 Consultation and further assessment of impact:** further consultation and equality analysis is planned for a number of proposals, specifically in relation to how they are implemented, if accepted. The views of all affected groups must be taken into account and opportunities created for diverse communities to participate. Results of the consultations and agreed changes must be widely advertised.
- 4.4.7 Partnership Working:** Closer and more efficient partnerships internally between council services and also with CVS and local / regional statutory partners can reduce duplication and gaps, increase efficiency and improve outcomes. For many services, this approach will build on existing strong working relationships. It will require creative approaches to joint working, and increased sharing of information, practices and funding.
- 4.4.8 Volunteering and collaboration:** Some proposals plan to encourage residents to volunteer and become more actively engaged in activities. This supports a community empowerment and demand management approach and recognises the value of community assets (physical resources and skills/time). However, not all communities have equal assets or the ability to mobilise them without (at least initial) support. Equally, groups which take on the role of providing community services must ensure that they remain open, accessible and inclusive to all the diverse communities eligible to use them – or risk excluding people and damaging community cohesion. Corporate support and guidance is being provided for this.
- 4.4.9 Welfare Reform:** Ongoing national changes to the welfare system and an overall reduction of that budget have required significant changes locally. The

impact has been that many claimants have experienced reductions in benefits received or no inflationary increases, within a context of rising living costs (utilities and food prices) and high housing costs relative to income. Some groups experience these pressures more severely than others.

4.4.10 'Channel Shift': Digital technologies bring many opportunities and encouraging online access where possible has significant benefits for many users and services, in cost and convenience. However, some groups face specific barriers in lack of access or skill, so where proposals include 'channel shift', this must be matched by an ongoing commitment to provide alternative methods for people who still require it, and to use some of the resource savings to fund this.

4.4.11 Opportunities in Restructuring: there are opportunities for services to be provided better (in a new way, a better location, for longer hours), responding flexibly to service-users' feedback while still reducing costs. However, change may be especially difficult for some groups (eg: people with Learning Disabilities or mental health issues). Communicating changes and allowing time for adjustments will be vital.

4.5 Other mitigating actions:

4.5.1 It is important to note that existing council equalities approaches such as the council's rolling programme of Equality Impact Assessments and actions from the council's Equality and Inclusion Policy will be a critical part of minimising or avoiding negative impacts on specific groups protected in law. Also, needs assessments and actions from them (such as through the Joint Strategic Needs Assessment, and current work with Black and Minority Ethnic communities, trans people, and disabled people) will enable better understanding of communities and their access to and outcomes from services, helping us to identify and respond to needs more effectively.

4.5.2 Regular equalities monitoring and analysis to evaluate trends and identify actions, including monitoring mitigating actions identified in the budget EIAs, are fundamental to meeting our legal duties and corporate commitments. Senior managers will continue to have responsibility for overseeing these processes as decisions are made and service changes take place.

5. Staff: Impacts identified across all proposals

5.1 The Human Resources team has assessed the equalities impacts on staff that are known at this stage and EIA templates have been completed for all proposals affecting staff. This process will continue through staff consultation processes to enable staff to raise specific and additional issues.

5.2 Information which might identify individuals has been withheld from this document to protect confidentiality, but all information has been provided to managers and will be used to inform the implementation of agreed proposals.

- 5.3** For groups of over 20 staff equalities data has been used to assist the identification of potential impacts. Where there are fewer than 20 staff affected data has not been produced to protect the confidential sensitive equalities information provided by staff. EIAs have been completed in these instances with regard to known information about the staff group and proposals made.
- 5.4** The EIA template highlights where officers identify a cumulative impact linked to the make-up of the workforce across the council in terms of protected groups as compared to the make-up of groups affected. HR has considered all the EIAs both individually and cumulatively.
- 5.5** The EIAs are based on an analysis of the make-up of the workforce affected, and potential impacts of changes. More detailed equality assessment will be undertaken as part of the consultation processes.
- 5.6** Potential impacts have been identified for individuals with the following protected characteristics, based on the fact that there is a higher representation in staff groups affected. These are the impacts identified from known data at this stage. Specific decisions on how to implement budget decisions with impacts on staff will be made after further exploring the equality issues through staff consultation processes:
- Disability
 - Age
 - Gender
 - Ethnicity
 - Sexual orientation
 - Religion or belief
- 5.7** Impacts identified, by protected characteristic for staff groups affected across the council as a whole:
- Overall the groups affected by budget proposals are broadly in line with the make-up of the council's workforce in terms of age, with over 48% of those at risk between the ages of 45 and 59.
 - There is a slightly higher proportion of staff between 50 and 59 at risk when compared to their representation in the workforce (28% of those affected compared to 22% representation in the workforce).
 - There is a higher proportion of males who are subject to formal consultation when compared to their profile in the workforce, although it is also clear that some of the areas where it is likely there will be greater job losses in Adult Services and Children's Services which are predominately female workforces.
 - The proportion of BME and White Irish staff at risk is marginally lower than representation across the council from these groups, but is higher in relation to White Other staff (7.37% of those affected compared to 5.83% representation in the workforce). Ensuring there are no language barriers in relation to our change processes will be particularly important in some areas.

- The proportion of disabled staff affected by proposals is higher than the council average (9.14% of those affected compared to 7.82% representation across the workforce) and within the detail of proposals there are some areas where reasonable adjustments through our processes will need to be particularly considered.
- There are marginally fewer LGBT staff affected when compared to the make-up of the workforce (11.07% of those affected by proposals compared to 12.11% representation in the workforce).

5.7.1 Across Children’s Services and Adult Services there are some significant impacts on female workers including part-time workers who may be restricted in hours that can be worked in relation to other opportunities. The design of posts and structure will need to take into account impacts for groups of staff. Caring and parenting responsibilities will need to be considered by recruiting managers in relation to redeployment opportunities.

5.7.2 Within Adult Services there is also a relatively high number of disabled staff employed in lower graded posts affected and therefore support will be needed to ensure that reasonable adjustments are considered through change processes.

5.7.3 In City Clean and City Parks there is significantly lower levels of representation in the workforce in relation to female, BME, White Irish and LGBT workers. It has therefore been highlighted that whilst the proposals may have a disproportionate impact on males, there is also the risk that proposals may further erode representation of minority groups that are already under-represented

6. Staff: Council-wide Mitigating Actions

6.1 In addition to the specific mitigations identified in each service area the Council has guidance, procedures and approaches for managing change that are designed to ensure change is managed fairly and groups with protected characteristics are not negatively impacted:

- Involve staff in discussions about service redesign and follow the principles and governance arrangements in the [service redesign toolkit](#).
- When developing any further detailed proposals take account of the staffing equalities data to inform decision making and/or continue assessing staff equality impacts.
- Ensure the council’s relevant policies and procedures are equitably and appropriately applied (management of change protocol, redeployment, job evaluation processes etc.) to ensure that no adverse impact is created for employees related to their protected characteristics.
- Review vacant posts, use of agency employees etc to minimise the impact on current substantive post holders.

- Where proposals may result in a reduction of posts consider the offer of voluntary severance (subject to robust business cases) to mitigate the impact of potential compulsory redundancy processes.
- Where a reduction in posts will mean compulsory redundancy ensure that selection processes are clear and free from bias, and that processes take into account any individual needs.
- Ensure processes and criteria related to selection for voluntary redundancy are clear and transparent and use the Compensation Panel appropriately.
- Ensure managers involved in selection have completed corporate recruitment and selection training and are signposted to the Equality & Diversity e-learning module.
- Ensure that managers delivering service changes are appropriately supported and advised by HR in relation to all employee equalities issues.
- Ensure all employees are offered one to one meetings to discuss their circumstances and any concerns they may have, and are offered interview skills and CV writing training, including signposting to the HAYS career transition portal.
- Attach the summary EIA to each consultation document, and continue to assess equality impacts through the consultation process.

7. National context

7.1 The budget proposals are being developed within the context of ongoing reduced public funding to local government.

7.2 Key national issues that may have an equalities impact include:

- austerity measures which are resulting in reductions in public expenditure across most of public services;
- the national welfare reforms; and
- reforms to adult social care and health.

8. Local context

8.1 The council's priorities for 2015 to 2019 as contained in the Corporate Plan are:

- Economy, jobs & homes
- Children & young people
- Health & wellbeing
- Community safety & resilience
- Environmental sustainability

These match with the Brighton & Hove Connected (LSP) priorities for the whole city, as contained in the Sustainable Community Strategy: 'Brighton & Hove: the Connected City'.

8.2 The council's principles are:

- Public accountability

- Citizen focused
- Increasing equality
- Active citizenship

8.3 Relevant local priorities and context includes:

- Substantial proactive work to support financial inclusion;
- A collaborative approach across the council to help mitigate the impacts of welfare reform where possible;
- Growing partnership working across social care and health both for children's services and adults';
- A strong focus on improving educational attainment and opportunities for access to employment for our young people, including the review of the City Employment and Skills Plan;
- A joint approach to public services as a whole for the city through the City Management Board;
- A City Deal for the Greater Brighton City Region to drive growth, support ambition and improve job prospects, earnings and business opportunities, including the devolution bid;
- Greater alignment between the development of the medium term financial strategy and Corporate Plan 2015-19; and
- Using Modernisation Boards across the council to drive service redesign that will lead to greater collaboration with partners and communities to provide better, more joined up outcomes for everyone.

9. Brighton & Hove City Council Approach and Process

9.1 The council uses a Budget EIA process to identify the main potential disproportionate impacts arising because of people's protected characteristics and, for service-users, on child poverty. Where relevant they draw on existing service EIAs. These EIAs are to inform elected members' decision-making.

9.2 The aims of an Equality Impact Assessment become especially important at times of straitened budgets, enabling us to:

- think about what the council is trying to achieve;
- consider what impact the decision will have on different groups;
- target resources to those who are most vulnerable;
- fund services which respond to people's diverse needs
- save money by getting it right first time.

9.3 Service leads completed EIAs on budget proposals where the proposed changes potentially impact on service provision and/or on staff. The EIAs presented to Members list all the disproportionate impacts on groups because of their protected characteristic. They also identify the planned actions to mitigate negative impacts.

9.4 Two consultation events on the service-user EIAs with community and voluntary sector groups and representatives from services were held in December, hosted by Community Works. Feedback was incorporated into the relevant EIA and/or responded to directly by managers.

- 9.5** All the EIAs have been reviewed by the Communities, Equality and Third Sector Team and/or Human Resources and considered by the Executive Leadership Team to consider overall impacts and ensure consistency.
- 9.6** The Human Resources team have assessed equality impacts on staff arising from the proposals. Information from staff consultation processes was incorporated into these EIAs, where available.
- 9.7** Since the equality duty is a continuing duty which must be complied with when implementing and reviewing a decision, assessment of equality impacts and responses to them will continue after budget decisions are agreed. Implementation of mitigating actions for service-users is monitored within the council through its performance management processes. Data from these EIAs will also be shared with relevant managers, to enable them to identify the best ways to implement the decisions to minimise negative or disproportionate impacts on legally protected and socially excluded groups.

Budget 2016-17: Equality Impact Assessments – Service-Users and Staff

The council is legally required by the Equality Act 2010 to evidence how it has rigorously considered its equality duties in the budget-setting process. To achieve this, Equality Impact Assessments (EIAs) have been completed on all budget proposals with a potential impact on service-users and/or on staff, related to their legally protected characteristics. Further assessment will be made in relation to implementation, if budget proposals are accepted. An assessment of the cumulative impacts across proposals is also available with the budget papers.

Directorate	Service	EIA number
Adult Services	Adults Assessment: Community Care Budget – Learning Disabilities, Memory and Cognition Services, Mental Health Support, Physical Support, Sensory Support	1
	Assessment and Care Management Services (Support & Intervention Team)	2
	Assessment: Hostel Accommodation	3
	Provider: Learning Disabilities Day Services	4
	Provider: Learning Disabilities: Residential and Supported Accommodation	5
	Provider: Tower House Day Service	6
	Provider: Home Care / Independence at Home	7
	Commissioning & Contracts: St John’s, Self-Directed Support, views about home care/Learning Disability services, mental health	8
	Commissioning: Community Meals	9
Children’s Services	Health, Safeguarding and Care: Residential, fostering, secure placements for Looked After Children	10
	Special Educational Needs and Disability (SEND)	11
	Youth Service	12
	Early Years (Early Help) – Children’s Centres	13
	Early Years – Childcare	14
Environment, Development & Housing	<i>Proposal deleted</i>	15
	Conservation (Countryside)	16
	Housing Services – Housing Support	17

	Road Safety Education Budget	18
	Play Service (HRA , Public Health & Children’s Services funding)	19a
	Grants programme (HRA funding)	19b
	Housing Income, Involvement, Improvement	20
Assistant Chief Executive	Council Workers’ Forums	21
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Adult Services

Budget Screening Equality Impact Assessment Template 2016/17 – Service-Users

1. Service Area	Adult Services – Adults Assessment: Community Care Budget	2. Proposal No. 1
3. Head of Service	Brian Doughty	
4. Budget Proposal	<p>What is the proposal? Use the savings proposal wording and more detail if needed</p> <hr/> <p>Adults Assessment: Learning Disabilities, Memory & Cognition Services, Mental Health Support, Physical Support, Sensory Support – total: £3,675,000</p> <p>The Community Care budget is used to purchase services for a range of vulnerable people and their carers including people with a learning disability, older people, mental health issues, physical disability, sensory impairment and those with substance misuse problems</p> <p>Covers all client groups adopting a consistent and equitable response for all new placements and through a targeted review of current placements and packages of care. Make use of community assets and appropriate housing using additional extra care housing, and better use of sheltered housing to reduce reliance on services and refining the Resource Allocation System (RAS) to reduce costs of care across all client groups. Increased use of Assistive technology to reduce need for person based care</p>	
5. Summary of impacts	<p>Highlight the most significant disproportionate impacts on groups</p> <hr/> <p>Disproportionate impacts identified related to the following characteristics: Age (older), Disability, Gender (men and women)</p> <p>For people and their families they could see a change the level of service they receive. Potentially a change in provider, and approach, which can be unsettling for users and families.</p>	

6. Assess level of impact (1= low/minimal 5 = high/significant)	5 - The Community Care budget is used to purchase services for a range of vulnerable people and their carers including people with a learning disability, older people, mental health issues, physical disability, sensory impairment and those with substance misuse problems
7. Key actions to reduce negative impacts	<p>What actions are planned to reduce/avoid negative impacts and increase positive impacts?</p> <hr/> <ul style="list-style-type: none"> • Personalised approach and making use of community assets can increase independence and better outcomes. • The Council has a statutory duty to meet assessed eligible need and this will continue. • Care Act has imposed national eligibility criteria which will be implemented rigorously. • Comprehensive use of the RAS will ensure equity across all client groups. Families will be supported through any change. • All Carers to be offered a Carers assessment and a personal budget, in line with requirements of the care act. Maintaining level of support to Carers to ensure they are able to continue in their caring role and that the right support is available. • Ensuring a person centred approach and the provision of a direct payment where appropriate. • We will ensure targeted support to those who have greatest difficulty
8. Full EIA?	Not needed
9. Monitoring and Evaluation	<p>How will you monitor the impact of this proposal and the success of your mitigating actions on these groups over the coming year (or more)?</p> <hr/> The RAS is externally moderated and monitored through the weekly resource panel to ensure effective take up of personal budgets and direct payments. The statutory review process will also monitor impact
10. Cumulative impacts	<p>Might related proposals from other service areas (or other changes) worsen or mitigate impacts from your proposal? Please explain these impacts.</p> <hr/> Any changes in Health Service provision in the city can impact particularly on those people the community care budget supports. This will be closely monitored through the Better Care Programme and other joint planning mechanisms

Budget Screening Equality Impact Assessment Template 2016/17 – Service-Users

1. Service Area	Adult Services - Assessment and Care Management Services	2. Proposal No. 2
3. Head of Service	Brian Doughty	
4. Budget Proposal	<p>What is the proposal? Use the savings proposal wording and more detail if needed</p> <hr/> <p>Assessment and Support and Intervention Team – total £676,000</p> <p>Undertake a service redesign of all assessment, care management and related function to reduce the number of staff involved. In line with the Care Act to move the balance of staffing from unqualified to qualified staff to ensure a response to those posing risks to themselves and others. This will be achieved by increased use of technology, the information portal and a new programme of supported self-assessment. Business Processes will be refined and we will be looking to others to undertake routine assessments and reviews on our behalf</p>	
5. Summary of impacts	<p>Highlight the most significant disproportionate impacts on groups</p> <hr/> <p>Disproportionate impacts identified related to the following characteristics: Age (Older), Disability, Gender (Women) and Other (Carers)</p> <p>This will impact on all staff across the service and as a consequence all users of ASC services There will be a reduction in staff employed by the Council and we will commission others to do the work on our behalf. Maintaining our statutory duties to assess and review.</p> <ul style="list-style-type: none"> • More people will be supported to self-assess and review which may be more challenging for some vulnerable people • Users of Assessment and care management services have a range of disabilities and will be supported to assess and review if required • The ASC workforce is predominately female • Carers are significant partners in the work that we do and we will maintain our support to then to undertake their role 	

6. Assess level of impact (1= low/minimal 5 = high/significant)	5 - This will impact on all staff across the service and as a consequence all users of ASC services
7. Key actions to reduce negative impacts	<p>What actions are planned to reduce/avoid negative impacts and increase positive impacts?</p> <hr/> <ul style="list-style-type: none"> • There is a statutory duty to assess and review and this will be maintained as we begin to commission others to undertake work on our behalf. • Staff remaining in the service will focus on people who pose the most risk to themselves, others and the Council financially and reputational, maintain a focus on safeguarding vulnerable people, statutory duties under the Mental Health and Act and Deprivation of Liberty safeguards • A consistent approach will be offered to all service users • All Carers will continue to be offered a Carers Assessment and we will maintain our support services to carers • Increased use of advocacy
8. Full EIA?	Not needed
9. Monitoring and Evaluation	<p>How will you monitor the impact of this proposal and the success of your mitigating actions on these groups over the coming year (or more)?</p> <hr/> Monitored through the annual review process, customer feedback and statutory surveys
10. Cumulative impacts	<p>Might related proposals from other service areas (or other changes) worsen or mitigate impacts from your proposal? Please explain these impacts.</p> <hr/> The integration agenda with health will have a positive impact on these proposals. Account will be taken of other proposed changes across ASC

Budget Screening Equality Impact Assessment Template 2016/17 – Service-Users

1. Service Area	Adult Services – Adult Assessment	2. Proposal No. 3
3. Head of Service	Brian Doughty	
4. Budget Proposal	<p>What is the proposal? Use the savings wording and more detail if needed</p> <hr/> <p>Hostel accommodation – total £280,000</p> <p>Benchmark current service provision and seek value for money through re-procurement</p> <p>In house hostels provide accommodation to homeless people who are highly vulnerable.</p> <p>Ensure Value for Money by retendering in house hostel provision and seeking greater throughput of residents to more permanent accommodation</p>	
5. Summary of impacts	<p>Highlight the most significant disproportionate impacts on groups</p> <hr/> <p>Disproportionate impacts identified related to the following characteristics: Disability, Gender (Men)</p> <p>We will be looking to improve quality of provision with no loss in service</p> <ul style="list-style-type: none"> • Homeless people suffer from a range of health problems • There are more men than women in hostel provision. • Achieving greater throughput into more permanent accommodation will have a positive impact 	
6. Assess level of impact (1= low/minimal 5 = high/significant)	1 – We are looking at a change of provider not level of service available	
7. Key actions to reduce negative impacts	What actions are planned to reduce/avoid negative impacts and increase positive impacts?	

	<ul style="list-style-type: none"> • Clear specification to maintain level and quality of provision • Better Care Programme designed to support the health and social care needs of the homeless population • Changes proposed will not adversely impact on service available.
8. Full EIA?	Not needed
9. Monitoring and Evaluation	<p>How will you monitor the impact of this proposal and the success of your mitigating actions on these groups over the coming year (or more)?</p> <p>Through Contract Monitoring and service specification</p>
10. Cumulative impacts	<p>Might related proposals from other service areas (or other changes) worsen or mitigate impacts from your proposal? Please explain these impacts.</p> <p>None</p>

Budget Screening Equality Impact Assessment Template 2016/17 – Service-Users

1. Service Area	Adult Services - Learning Disabilities Day Options	2. Proposal No. 4
3. Head of Service	Karin Divall	
4. Budget Proposal	<p>What is the proposal? Use the savings proposal wording and more detail if needed</p> <hr/> <p>Learning Disabilities Day Services</p> <p>Learning Disabilities Day Options is the Council's directly provided day care service for people with a learning disability.</p> <p>The proposal is that the Council will continue to provide people with more personalised services through the independent and voluntary sector and through the increased use of personal budgets. In the future the service will focus on providing a service only for people with complex needs and challenging behaviour whose service cannot otherwise be re-provided, or for whom personal budgets are not an option.</p> <p>Saving of £580,000 from a budget of £1,813,000. Savings opportunities on this budget include:</p> <ul style="list-style-type: none"> • Supporting people to have personal budgets and to move onto more personalised day options • Supporting people to access work, apprenticeships, training and voluntary work options. • Supporting people to access opportunities in the voluntary sector • Continuing to consolidate services as appropriate. 	
5. Summary of impacts	<p>Highlight the most significant disproportionate impacts on groups</p> <hr/> <p>Disproportionate impacts identified related to the following characteristics: Disability (LD)</p> <ul style="list-style-type: none"> • The Council has a statutory duty to meet the needs of people who are assessed as requiring adult social care, and this includes their needs and the needs of their carers during the day where appropriate. • Most day services for vulnerable people are currently provided in the independent sector. • The people who will be affected are people with a learning disability. • Most current service users will in the future have their care and support provided through a personalised approach and a personal budget, or through the independent or voluntary sector rather than the Council's 	

	<p>directly provided service.</p> <ul style="list-style-type: none"> • In future service users will not generally be able to choose day options provided directly by the Council • People will not in future usually receive a separate day service where they are living in residential care. • Carers often rely on day options to support a family member to enable them to work or to provide respite.
6. Assess level of impact (1= low/minimal 5 = high/significant)	2- there may be some impact on a limited number of people who will no longer receive services directly by the Council. Currently just over 100 people use the learning disability day services.
7. Key actions to reduce negative impacts	<p>What actions are planned to reduce/avoid negative impacts and increase positive impacts?</p> <hr/> <ul style="list-style-type: none"> • All service users with a learning disability who have a statutory entitlement to ASC and who need accommodation provided to meet their needs, will continue to receive a personal budget and support to arrange their day service, or a building based service in the voluntary or independent sector if this is appropriate. • Anyone whose needs could be met in a more personalised way will have an independent review and support to choose the way their services are received in the future. • Carers will have individual assessments of their needs, where there are any service changes proposed.
8. Full EIA?	Planned – March 2016
9. Monitoring and Evaluation	<p>How will you monitor the impact of this proposal and the success of your mitigating actions on these groups over the coming year (or more)?</p> <hr/> <p>Monitor increase in people on personal payments. Annual individual reviews</p>
10. Cumulative impacts	Might related proposals from other service areas (or other changes) worsen or mitigate impacts from your proposal? Please explain these impacts.

People with Learning Disabilities: there will be limited In-House service in the future. Most people will receive a service from the Private or Voluntary sector. There will be a cumulative impact where people with a learning disability are experiencing changes to both their accommodation and day services.

There will be an increased demand/need for social work reviews as the checks and balances provided by having a separate day and residential service are no longer there.

As more services are delivered through the independent sector, the role of commissioning and contract monitoring will be important. Important to ensure over-arching assurance, quality and price monitoring, plus market shaping will be important to ensure there are alternative services available.

Budget Screening Equality Impact Assessment Template 2016/17 – Service-Users

1. Service Area	Adult Services - Learning Disabilities Accommodation Services	2. Proposal No. 5
3. Head of Service	Karin Divall	
4. Budget Proposal	<p>What is the proposal? Use the savings proposal wording and more detail if needed</p> <hr style="border-top: 1px dashed black;"/> <p>Learning Residential and Supported Accommodation</p> <p>Learning Disabilities Accommodation services is the Council’s directly provided residential care and supported living service for people with a learning disability. The proposal is that the Council will no longer directly provide this service but that this service will be re-provided through the independent sector. This is subject to a three month consultation.</p> <p>Saving of £637,000 from a budget of £4,368,000</p> <p>Savings opportunities on this budget include:</p> <ul style="list-style-type: none"> • Supporting people to have personal budgets and to move onto more personalised housing options • Tendering the care and support provided and employing a new care provider to deliver this service • Sale of properties that are owned by the Council but no longer needed. • Consolidating some services where people have moved onto new housing options. 	
5. Summary of impacts	<p>Highlight the most significant disproportionate impacts on groups</p> <hr style="border-top: 1px dashed black;"/> <p>Disproportionate impacts identified related to the following characteristics: Disability (LD) and Carers</p> <ul style="list-style-type: none"> • In future service users will not be able to choose accommodation provided directly by the Council • Some people will have to move to an alternative home although their needs will still be met • Some people may have their care and support provided by the independent sector rather than the Council’s directly provided service. 	

6. Assess level of impact (1= low/minimal 5 = high/significant)	2- Less than 50 people; there may be some impact on a limited number of people who will receive care from the independent sector rather than the Council's in-house team.
7. Key actions to reduce negative impacts	<p>What actions are planned to reduce/avoid negative impacts and increase positive impacts?</p> <hr/> <ul style="list-style-type: none"> • All service users with a learning disability who have a statutory entitlement to ASC and who need accommodation provided to meet their needs, will continue to receive services. • There will be a three month consultation with service users to ensure that their service can continue to meet their needs. • The three month consultation will include Carers advocates and their families • It will also look at needs on an individual basis
8. Full EIA?	Planned – as part of the consultation process the EIA will be due in March 2016
9. Monitoring and Evaluation	<p>How will you monitor the impact of this proposal and the success of your mitigating actions on these groups over the coming year (or more)?</p> <hr/> Committee report to P&R and review of the consultation and subsequent EIA
10. Cumulative impacts	<p>Might related proposals from other service areas (or other changes) worsen or mitigate impacts from your proposal? Please explain these impacts.</p> <hr/> <p>People with Learning Disabilities: in future it is proposed that people will receive an accommodation or housing service from the Private or Voluntary sector. There will be a cumulative impact where people with a learning disability are experiencing changes to both their accommodation and day services.</p> <p>There will be an increased demand/need for social work reviews as the checks and balances provided by having a separate day and residential service are no longer there.</p> <p>As more services are delivered through the independent sector, the role of commissioning and contract monitoring will be important. Important to ensure over-arching assurance, quality and price monitoring, plus market shaping will be important to ensure there are alternative services available.</p>

Budget Screening Equality Impact Assessment Template 2016/17 – Service-Users

1. Service Area	Adult Services - Tower House Day service	2. Proposal No. 6
3. Head of Service	Karin Divall	
4. Budget Proposal	<p>What is the proposal? Use the savings proposal wording and more detail if needed</p> <hr/> <p>Physical Support – Day Services: Tower House</p> <p>Tower House is a day service that is run for older people and disabled adults. The proposal is that, subject to consultation, this service may close and be re-provided through the use of personal budgets and alternative voluntary sector services, or changes made to enable the service to generate more income, or steps will be taken to reduce the costs of provision.</p> <p>Saving of £150,000 from a budget of £299,000.</p> <p>Savings opportunities on this budget include:</p> <ul style="list-style-type: none"> • Closing the building and saving on the running costs • Savings on staffing costs • Generating additional income • Reducing the service 	
5. Summary of impacts	<p>Highlight the most significant disproportionate impacts on groups</p> <hr/> <p>Disproportionate impacts identified related to the following characteristics: Age (older), Disability</p> <ul style="list-style-type: none"> • The Council has a statutory duty to meet the needs of people who are assessed as requiring adult social care, and this includes day service needs where appropriate. • Most day services are currently provided in the independent sector and alternative support will be available within the private voluntary services. • The Care Act 2014 made it a duty to provide personalised care and support including personal budgets. • The people who will be affected are people with a disability or who are older. • The impacts include a more personalised approach and the opportunity to consider other options that 	

	<p>meet their needs.</p> <ul style="list-style-type: none"> • People can choose to have a building based service but that will not be provided by the Council.
6. Assess level of impact (1= low/minimal 5 = high/significant)	2- there will be some impact on approximately 80 people who currently use the Tower house Day Service.
7. Key actions to reduce negative impacts	<p>What actions are planned to reduce/avoid negative impacts and increase positive impacts?</p> <hr/> <ul style="list-style-type: none"> • All service users who have a statutory entitlement to ASC and who need day services provided to meet their needs, will continue to receive this service • Everyone will have a review to ensure that their needs can be met with a change in day services. • There will be a full three month consultation with all service users to identify what service will best meet their needs. • The consultation will identify where people want to remain with their friendship groups and how this can be achieved. • The consultation will include whether personal budgets are an option. • The consultation will enable people to understand what alternative services might be available. • The three month consultation will include Carers advocates and their families • It will also look at needs on an individual basis
8. Full EIA?	Planned – as part of the consultation process the EIA will be due in April 2016
9. Monitoring and Evaluation	<p>How will you monitor the impact of this proposal and the success of your mitigating actions on these groups over the coming year (or more)?</p> <hr/> <p>Committee report to P&R and review of the consultation and Subsequent Full EIA</p>
10. Cumulative impacts	<p>Might related proposals from other service areas (or other changes) worsen or mitigate impacts from your proposal? Please explain these impacts.</p> <hr/> <p>As more services are delivered through the independent sector, the role of commissioning and contract monitoring will be important.</p> <p>Important to ensure over-arching assurance, quality and price monitoring if services provided differently.</p> <p>Market shaping will be key to ensure there are alternative services available for people to access alternative</p>

services and to use personal budgets.

If Tower House is not available, then some people may be at risk of social isolation and the reviews will need to identify alternative options.

Budget Screening Equality Impact Assessment Template 2016/17 – Service-Users

1. Service Area	Adult Services – Home Care / Independence at Home	2. Proposal No. 7
3. Head of Service	Karin Divall	
4. Budget Proposal	<p>What is the proposal? Use the savings proposal wording and more detail if needed</p> <hr style="border-top: 1px dashed black;"/> <p>Physical Support: Home care</p> <p>Independence at Home is the Council’s directly provided homecare service. This community service focuses on short term reablement and support to people leaving hospital. The proposal is that this service will be reduced in capacity and will be re-structured to increase morning and evening capacity.</p> <p>Independence at home also provides the homecare at New Larchwood extra care housing and the proposal is that the Council should stop providing this service and that this should be contracted through an independent provider in line with other extra care provision in the City.</p> <p>Saving of £540,000 from a budget of £3,533,000.</p> <p>Savings opportunities on this budget include:</p> <ul style="list-style-type: none"> • Re-providing the care and support at New Larchwood through tendering to the independent sector • Reducing the staff employed in the community team during quiet parts of the day and reducing “downtime”. • Reducing the overall numbers of staff employed. • Focusing on reablement 	
5. Summary of impacts	<p>Highlight the most significant disproportionate impacts on groups</p> <hr style="border-top: 1px dashed black;"/> <p>Disproportionate impacts identified related to the following characteristics: Age (older), Disability</p> <ul style="list-style-type: none"> • Some people will receive homecare provided by the independent sector rather than the Council’s directly provided service. • Some people may remain in hospital longer if there are not the services available to support them • If there is not adequate capacity service users may have traditional homecare service without the 	

	<p>opportunity for reablement. The increased capacity in the evenings will provide greater capacity than there is currently available.</p>
6. Assess level of impact (1= low/minimal 5 = high/significant)	1- there may be some impact on a limited number of people (not all are our service users) who will receive care from the independent sector rather than the Council's in-house team, or remain in hospital for longer.
7. Key actions to reduce negative impacts	<p>What actions are planned to reduce/avoid negative impacts and increase positive impacts?</p> <hr/> <ul style="list-style-type: none"> • All service users who have a statutory entitlement to ASC and who need homecare provided to meet their needs, will continue to receive this service • The team re-structure will increase the service capacity in the morning and evenings when there is the greatest demand • The service at New Larchwood will be re-provided through the Council's homecare contract
8. Full EIA?	Not needed
9. Monitoring and Evaluation	<p>How will you monitor the impact of this proposal and the success of your mitigating actions on these groups over the coming year (or more)?</p> <hr/> <p>Adult Services performance measures are fed into the CCG and monitored in that way</p>
10. Cumulative impacts	<p>Might related proposals from other service areas (or other changes) worsen or mitigate impacts from your proposal? Please explain these impacts.</p> <hr/> <p>None</p>

Budget Screening Equality Impact Assessment Template 2016/17 – Service-Users

1. Service Area	Adult Services - Commissioning & Performance	2. Proposal No. 8
3. Head of Service	Anne Hagan	
4. Budget Proposal	<p>What is the proposal? Use the savings proposal wording and more detail if needed</p> <hr/> <p>Commissioning and Contracts: St John’s Day Centre, Self-Directed Support, views about home care service/Learning disability services – total £145,000</p> <p>Work with CCG, Public Health & other BHCC Commissioners to commission services in the community & voluntary sector in a more efficient way, and ensuring that the services commissioned link with commissioning plans & deliver good outcomes for people.</p> <p>The majority of community & voluntary sector contracts in Adult Social Care (ASC) are jointly funded by with the CCG / public health. Any discussions about budgets have involved partners.</p>	
5. Summary of impacts	<p>Highlight the most significant disproportionate impacts on groups</p> <hr/> <p>Disproportionate impacts identified related to the following characteristics: Age (older and younger), Disability (LD and other), carers</p> <ul style="list-style-type: none"> • A reduction in funding for some contracts where the needs of service users have changed. • A reduction in funding in some contracts where commissioning plans have changed, and where it is more effective for commissioners in ASC, the CCG and Public Health to work together to procure services • People affected will be mainly those who use ‘preventative’ type services in the community & voluntary sector. People using care services will include people who are older, people with a learning disability and / or a physical disability & mental health needs. • Carers may also be impacted due to changes in services. <p>For 2016/17 this will impact on</p> <ul style="list-style-type: none"> • People who use community meals (see separate EIA number 9) • People who use St John’s Day Centre 	

	<ul style="list-style-type: none"> • People who use Self Directed support • People who are asked for their views about their home care service/learning disability services • People who have a mental health need and who access mental health prevention contracts.
6. Assess level of impact (1= low/minimal 5 = high/significant)	1
7. Key actions to reduce negative impacts	<p>What actions are planned to reduce/avoid negative impacts and increase positive impacts?</p> <hr/> <ul style="list-style-type: none"> • Commissioners from Adult Social Care/ Public Health/ Clinical Commissioning Group / BHCC will be working together to commission services that meet outcomes & achieve more efficient use of resources. • Service users, carers & Community & Voluntary sector would be involved in decision making. Any changes to services would be fully communicated and involve a consultation with the people using the services & the organisation concerned. • On-going contracts are being reviewed and discussions with providers taking place, including re-specifying contracts/contract sums to reduce possible impact where relevant. • Adult Social Care will continue to commission services with an emphasis on meeting the outcomes of individuals. • Services will be commissioned based on commissioning plans & reviews for services. This includes: Carers Strategy, Review of Engagement, Review of Mental Health Services, Review of Homeless Services, Review of Advocacy, Review of Learning Disability Services & Review of Community Meals Services. • The Prospectus approach to funding will strengthen existing arrangements, introduce new opportunities for partnership & innovation & improve the capacity to meet emerging need. • Any change in a support plan may enable a greater degree of independence for the individual, or may enable them to experience more community based activities. • Full EIAs will be completed where services are affected. • Services funded specifically to the LGBT community are not affected by proposed changes . • Carers will be fully involved assessment & review processes for individuals. The needs of carers are fully considered in any assessment of an individual.
8. Full EIA?	Planned – any individual changes will have EIAs on them
9. Monitoring and Evaluation	<p>How will you monitor the impact of this proposal and the success of your mitigating actions on these groups over the coming year (or more)?</p> <hr/> <p>Through contracts</p>

10. Cumulative impacts	<p>Might related proposals from other service areas (or other changes) worsen or mitigate impacts from your proposal? Please explain these impacts.</p> <hr/> <ul style="list-style-type: none">• Commissioners are working together to consider mitigating factors.• Full EIAs will be completed for the services affected.
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Budget Screening Equality Impact Assessment Template 2016/17 – Service-Users

1. Service Area	Adult Services – Community Meals	2. Proposal No. 9
3. Head of Service	Anne Hagan	
4. Budget Proposal	<p>What is the proposal? Use the savings proposal wording and more detail if needed</p> <hr/> <p>Provision of meals delivered to vulnerable people in their own homes: The aim of the service is to enable vulnerable service users to maintain their independence through the provision of a meals service at home where they require support with receiving meals on a seven-day a week basis.</p> <p>Total Budget: £105,000 Total saving: £34,000</p> <p>The contract for the Community Meals service with Royal Voluntary Service (RVS) will be ending on Thursday 31st March 2016. As a result alternative options needs to be explored to ensure people have options to access a hot meal. The proposal for savings on this budget is based on the fact that the number of people using this service has been declining, and Adult Social Care want to explore more cost effective ways of people receiving the delivery of a meal in their own home.</p>	
5. Summary of impacts	<p>Highlight the most significant disproportionate impacts on groups</p> <hr/> <p>Disproportionate impacts identified related to the following characteristics: Age (Older), Disability, Gender (Men), Ethnicity, Religion/Belief, Carers.</p> <ul style="list-style-type: none"> • Currently 171 people have cooked meals delivered to them by the current provider; the vast majority are delivered hot (only 5 people have frozen meals delivered). • The overwhelming majority of community meals are delivered to older people over 65 (88%). Service-users with a physical disability receive approximately 4% of the meals, service users with mental health needs receive 3% of the meals delivered and those with a learning disability receive 1%. • 76 or 44% of people in receipt of a meal are male, with 95 or 56% female. There appears to be an under-representation of older men receiving a community meal (only 21 of 78 over 85s representing 27%) • Some people who are marginalised may have mental health needs and may not want professionals to be 	

	<p>involved in their lives. They may allow a meal to be delivered and this enables the provider to do a 'Safe & Well check'. If this did not occur this individual is at risk of deteriorating.</p> <ul style="list-style-type: none"> • If people are not able to access a cooked meal their physical health may suffer, and this may lead to longer term health issues, deterioration in their general condition, and they may require more social care and/or health services. • The service also currently provides a ' Safe & Well check' to ensure people receiving a meal are adequately cared for, and, where appropriate if any changes are noted in the person's condition will report this to the relevant professionals via AccessPoint. • Carers - If people did not receive a meal there may be an impact on their family member carers, both formal and informal. • Similarly, the service provides follow-up for 'no-shows' where the door is not answered. This will include contacting relatives or reporting to Social Services. • If the service was not in place there is a risk that any changes to the well being of the individual may not be reported and the person's health would deteriorate. • The positive impact is that people will have more options to have their nutritional needs met. • Range of meals to ethnic minority groups may not be available. • If people did not receive a meal there may be an impact on their family member carers, both formal and informal
<p>6. Assess level of impact (1= low/minimal 5 = high/significant)</p>	<p>3 - The impact will be on a small number of people: There are currently 171 people in receipt of the service of which 80 have assessed social care needs and are in receipt of packages of care. The other people have accessed the current provider outside of Adult Social Care services. Of the 80 people Adult Social Care the majority of the services (for 69 people) are home care packages. The impact on those individuals could be high if their health should deteriorate. However the latter group of people will be receiving a visit from a home care provider.</p>
<p>7. Key actions to reduce negative impacts</p>	<p>What actions are planned to reduce/avoid negative impacts and increase positive impacts?</p> <hr/> <ul style="list-style-type: none"> • People who require a social care service will continue to have their individual needs assessed. A range of options will be considered to offer people a choice of how they want their nutritional needs met. • Where people are funding their own care: people will be offered information on a range of cost effective options to have their nutritional needs met. • Work with Public Health/Food Partnership to make sure there is a wider range of options available for people to access healthy food alternatives • Discussions to be held with appropriate ethnic minority groups to discuss the best means of reaching other communities and meeting their needs for meals

	<ul style="list-style-type: none"> • Further emphasis required on obtaining information on religion at the point of access and emphasising the importance of knowing this to ensure meals are culturally appropriate • Work with the new providers to ensure appropriate choice of culturally appropriate meals. • Ensure that carers have their own assessment to ensure their needs are being met. • There will be detailed discussions with the assessment teams to ensure that all the information about services users is passed on from the current provider. • This is a market that has changed rapidly in the past 3 years with an increasing number of food delivery providers available.
8. Full EIA?	Planned: End of February 2016
9. Monitoring and Evaluation	<p>How will you monitor the impact of this proposal and the success of your mitigating actions on these groups over the coming year (or more)?</p> <hr/> <p>Community Meals Steering group will be established to take forward the commissioning of the new service and this will monitor the impact of these proposals</p>
10. Cumulative impacts	<p>Might related proposals from other service areas (or other changes) worsen or mitigate impacts from your proposal? Please explain these impacts.</p> <hr/> <p>The retender of the home care service will result in assessment providers working with service users to achieve their outcomes. This will include a discussion about how people will have their nutritional needs met.</p>

Children's Services

Budget Screening Equality Impact Assessment Template 2016/17 – Service-Users

1. Service Area	Children's Services: Health, Safeguarding and Care	2. Proposal No. 10
3. Head of Service	Helen Gulvin	
4. Budget Proposal	<p>What is the proposal? Use the savings proposal wording and more detail if needed</p> <hr/> <p>Residential, fostering, secure placements for Looked After Children provided by external agencies</p> <ol style="list-style-type: none"> 1. The introduction of the new model of practice in social work, adolescence service and Early Help Hub will result in a reduction of Children in Care of 11% (48 children) and a saving of £1,550,000. 2. A different delivery of the Early Parenting Assessment Programme (EPAP) will reduce mother and baby placements by 3: a saving of £227,000 3. A review of all placements will result in a saving of £82,000. 4. The introduction of new practices in recruitment and retention of in-house foster carers will improve the ratio of in-house carers to external cares generating a savings of £149,000 5. Using the adolescence service to establish innovative packages of care within foster placements will reduce the need for high cost residential placements resulting in cost reduction of £431,000 <p>The predicted total savings are: £2,439,000 in 2016-17; £1,311,000 in 2017-18; £1,665,000 in 2018-19; £1,250,000 in 2019-20</p>	
5. Summary of impacts	<p>Highlight the most significant disproportionate impacts on groups</p> <hr/> <p>No disproportionate impacts identified related to protected characteristics;</p> <p>The impacts will be:</p> <ul style="list-style-type: none"> • Improved service to children and families • Reduction of risk for adolescents • Meeting need earlier • Keeping children and young people safely within their families 	

	<p>The council has a duty to provide the most suitable accommodation and support to meet the needs of Children in Care. It will not always be possible or the best solution to use in house carers but where it is the Council:</p> <ul style="list-style-type: none"> • Can control costs • Can exercise direct training, control, monitoring and support to carers. • Can ensure good matching and support for children to carers <p>NB: If overall demand rises then the proportion of placements required will increase</p>
<p>6. Assess level of impact (1= low/minimal 5 = high/significant)</p>	<p>3 – positive impacts</p>
<p>7. Key actions to reduce negative impacts</p>	<p>What actions are planned to reduce/avoid negative impacts and increase positive impacts?</p> <hr/> <ul style="list-style-type: none"> • We have introduced a new social work model to ensure children referred to social work services receive a timely and effective service that reduces risk and the need to accommodate children. Also to identify those children early who do need to be ‘looked after’ to prevent more damage and reduce costs of care. • We are introducing a new adolescence service to work to those young people at high risk and on the edge of care to; <ul style="list-style-type: none"> ○ Reduce placement breakdown – whether at home or in care. ○ Reduce placement costs by being able to ‘step down’ placement • We have introduced a Care Planning Panel chaired by the Assistant Director to approve all requests for entrance to care and use of placements • Monitoring of activity overseen by Board to ensure progress to outcome and addressing of blocks • Good staff involvement and commitment – in the model of practice and fostering work • Good foster carer involvement and commitment – already begun by questionnaire and workshops • We have good outcomes with regards alternative placements eg family and friends, Special Guardianship Orders, Residence Orders. These are cheaper to support and maintain the child in their network. • We are initiating a regular review process of expensive placements, chaired by Head of Service for Children in Care, to ensure they are still required to meet children’s needs
<p>8. Full EIA?</p>	<p>Not needed</p>
<p>9. Monitoring and Evaluation</p>	<p>How will you monitor the impact of this proposal and the success of your mitigating actions on these groups over the coming year (or more)?</p>

	Monitoring of activity via the Children's Services Modernisation Board and Performance Board
10. Cumulative impacts	<p>Might related proposals from other service areas (or other changes) worsen or mitigate impacts from your proposal? Please explain these impacts.</p> <hr/> <p>If demand by vulnerable children rises there will be a need to increase the numbers of placements to meet the ratio, which may not be achievable. The reasons for increasing demand are:</p> <ul style="list-style-type: none"> • Impact of welfare reform is predicted to increase demand • Impact of poverty and homelessness is predicted to increase demand • If budget is reduced due to savings plan and demand increases then this could have serious impact on the service we are statutorily required to deliver.

Budget Screening Equality Impact Assessment Template 2016/17 – Service-Users

1. Service Area	Children Services - SEN and Disability	2. Proposal No. 11
3. Head of Service	Regan Delf, Assistant Director Children and Adult services	
4. Budget Proposal	<p>What is the proposal? Use the savings proposal wording and more detail if needed</p> <hr/> <p>Special Educational Needs and Disability (SEND)</p> <p>SEND proposed total reduction of £636,000 in 2016/17</p> <p>Proposals around residential /respite/short breaks, social work, direct payments, family support .</p> <p>Agency Disability placements total reduction of £290,000</p>	
5. Summary of impacts	<p>Highlight the most significant disproportionate impacts on groups</p> <hr/> <p>No disproportionate impacts identified related to protected characteristics</p> <p>Overall the budget proposals will have no impact on the overall services received within Brighton and Hove by children and young people with SEN and Disabilities.</p> <p>£500,000 will be achieved by the integration of provision and the costing of service provided within education health and care plans being funded via the Dedicated Schools grant. This therefore does not need to be subject to an EIA as this is just a different way of funding the same level of activity.</p> <p>£86,000 will be achieved following a review of all contracted services within the SEN and disabled children’s services which spans several contracts. The efficiencies therefore span a range of activity and there is no expectation of reduced activity ie services received directly by children, young people and families.</p> <p>A further £50,000 will be achieved by a reduction in management capacity within the social work/early help service: we are reviewing in line with main stream social work our current practice manager grade. This will also encompass management capacity across the adult /child transition service.</p>	

	£290,000 reduction in agency placement costs will be achieved by creating 2 additional shared care /full time beds within Drove Road which will reduce the need for external agency places and will increase the opportunity for disabled children and young people to stay in the local area.
6. Assess level of impact (1= low/minimal 5 = high/significant)	1
7. Key actions to reduce negative impacts	<p>What actions are planned to reduce/avoid negative impacts and increase positive impacts?</p> <p>None needed</p>
8. Full EIA?	Not needed
9. Monitoring and Evaluation	<p>How will you monitor the impact of this proposal and the success of your mitigating actions on these groups over the coming year (or more)?</p> <p>No actions needed</p>
10. Cumulative impacts	<p>Might related proposals from other service areas (or other changes) worsen or mitigate impacts from your proposal? Please explain these impacts.</p> <p>None</p>

Budget Screening Equality Impact Assessment Template 2016/17 – Service-Users

1. Service Area	Children’s Service - Stronger Families Youth and Communities	2. Proposal No. 12
3. Head of Service	Chris Parfitt	
4. Budget Proposal	<p>What is the proposal? Use the savings proposal wording and more detail if needed</p> <hr/> <p>Youth Service</p> <p>To reduce the funding for Youth services by £400,000: this includes BHCC direct delivery and commissioned CVS delivery</p>	
5. Summary of impacts	<p>Highlight the most significant disproportionate impacts on groups</p> <hr/> <p>Disproportionate impacts identified related to the following characteristics: (Age (younger), Child Poverty</p> <p>Data has been collected and analysed for protected characteristics and will be used to inform the planned full EIA.</p> <p>There will be no universal youth work provision directly delivered by BHCC. Approximately 900 young people 13-19 participating in youth activities will be affected. BHCC will dispose of or reuse for different purposes Hangleton Youth Centre, Patcham Youth Centre, 67 Centre and Village Centre</p> <p>There will be changes to commissioned contracts (for BME, disabled and LGBT young people and with CVS organisations). The exact amount and focus of funding is being clarified and so the level of impact either positive or negative has not been identified.</p> <p>Decisions on funding have not been made regarding targeted work relating to disabled, BME and LGBT young people and there needs to be an evaluation of the current contact and decisions made following due process. The intention of the recent review is to protect funding for work with young people with protected characteristics.</p> <p>Youth work takes place in areas of high deprivation and poverty across the city, including Whitehawk,</p>	

	Moulsecoomb, Hangleton and Knoll, Turner and areas of the city centre. Economically disadvantaged people / young people and the most vulnerable people in our communities will be disproportionately affected.
6. Assess level of impact (1= low/minimal 5 = high/significant)	5
7. Key actions to reduce negative impacts	<p>What actions are planned to reduce/avoid negative impacts and increase positive impacts?</p> <hr/> <ul style="list-style-type: none"> • BHCC along with partners and stakeholders in undertaking a review of youth services. This started in April 2015 and was completed in mid-November 2015. This review will be the foundation for the design and implementation of youth work provision for the city for 2016 and beyond. • Support to CVS to explore alternative funding strategies which are less / non reliant on LA funding and the development of trust and foundations for youth work with stakeholders • Working on a coordinated approach across the local authority, community and voluntary sector (including uniformed and faith organisations), to construct an offer to young people, providing opportunities to take part in a wide range of sports, arts, music and other social activities. Through this offer they can develop and socialise safely with their peers, enjoy social mixing, and develop relationships with adults they trust. This can connect young people with their communities, enabling them to belong and contribute to society, including through volunteering • Community based provision will have an emphasis on open access youth work and it is proposed that this will also feature community capacity building. New contract arrangements will express this • Reduction on the spend on young people will reduce reach to young people and this will need to be addressed as part of the above points and reconfiguring of existing resources and creating capacity. • Explore shared use of buildings, ie Children's Centres, community venues • Improved service design, information and links for young people friendly activities provided by other BHCC departments and youth sectors such as uniformed and faith based groups. • Explore youth centres having shared use by BHCC / CVS services, or school groups where and if possible. Also explore community asset transfer options • Any review of service specification and delivery needs to reflect the needs of young people and economic situation. <p>Once the decision is made on budget allocation, a full EIA will be completed.</p>
8. Full EIA?	Needs assessment and youth review process have considered equality impacts throughout. There will be an EIA (including focus groups) by end June.

9. Monitoring and Evaluation	<p>How will you monitor the impact of this proposal and the success of your mitigating actions on these groups over the coming year (or more)?</p> <hr/> <p>New contract and service specifications and redesign of monitoring process and functions</p>
10. Cumulative impact	<p>Might related proposals from other service areas (or other changes) worsen or mitigate impacts from your proposal? Please explain these impacts.</p> <hr/> <p>There will be other proposed reductions to services to families from other departments that may impact on families and therefore indirectly to young people in those families.</p> <p>Impact of budget proposals for sports development and the reduction overall therefore of non-educational development opportunities for young peoples (non youth work) in the city will impact on their physical and mental well-being, general development, socialising skills.</p>

Budget Screening Equality Impact Assessment Template 2016/17 – Service-Users

1. Service Area	Children's Services – Early Years and Childcare: Children's Centres	2. Proposal No. 13
3. Head of Service	Caroline Parker	
4. Budget Proposal	<p>What is the proposal? Use the savings proposal wording and more detail if needed</p> <hr/> <p>Early years (Early Help) – Children's Centres</p> <p>Reduction of £176,000 (10%) in addition to the removal of £670,000 temporary funding agreed for 2015/16 only.</p> <p>This is due to budget pressures caused by a reduction in Government funding and a rise in demand for council services. As a result the following changes to the service were agreed by the Children, Young People and Skills Committee on 11 January 2016:</p> <ul style="list-style-type: none"> • Reduce the number of designated children's centres from 12 to 7 main sites. • Continue to use the following children's centres as main sites: Roundabout (Whitehawk), Moulsecoomb, Turner, Hangleton Park, Hollingdean, North Portslade (with reduced opening hours) and Conway Court. • Retain the following children's centres as service delivery points: Deans, City View, Hollingbury and Patcham, West Hove and provide outreach services in these venues and in family homes. • Improve on-line information and advice. • Continue to provide open access groups for parents with new babies. • Reduce the number of drop in stay and play type groups but continue to provide groups across the city with priority access for families identified as needing support and with children under two. • Offer more parenting talks and discussion groups to reach more parents at an earlier stage and fewer longer parenting courses. • Promote volunteering and community/ parent run groups. • Refocus support for parental involvement in advisory groups to support for parents and carers to access learning, training and employment opportunities. • Continue to provide targeted groups in the main children's centres including Bi-lingual Families Groups. • Reduce the number of home visits by council staff but continue to provide home based interventions for the most vulnerable families. • Improved support for families with young children facing multiple disadvantage. • Reduced children's centre funding for supported childcare places following the increase in free childcare 	

- places for two year olds.
- Develop Children’s Centres as part of Neighbourhood Hubs.

Highlight the most significant disproportionate impacts on groups

Disproportionate impacts identified related to the following characteristics: Age (younger), Gender (women),

- The service supports children under five and the vast majority of adults who use the service are women. Any changes in the services may therefore disproportionately impact on these groups.
- The biggest impact of the reduced Stay and Play groups will be in centres which offer more than one group currently. These are: Tarner, Moulsecoomb, Bevendean, Coldean, Roundabout, Conway Court, Woodingdean, Rottingdean, North Portslade.
- Tarner and Conway Court have higher than average number of BME families attending groups and services. Roundabout, Tarner and Moulsecoomb have higher than average numbers of families with additional needs attending groups and services. A higher number of lone parents attend Roundabout, Conway Court and Tarner children’s centres. Therefore, a reduction in groups here may disproportionately affect these families.
- Although there are other open access stay and play type groups in these areas (alternative provision), there may be a number of potential barriers to access. These include cost, travel or other barriers that may deter some families.
- There will be a reduction in home visiting which will disproportionately affect families who don’t attend children’s centres to access services for various reasons.
- Reduced funding for childcare places from the children’s centre budget will impact on a small number of children under two. The proposal to prioritise children under two will impact more on those over two years.
- Disabled children are a targeted group for children’s centre services and will continue to be supported. The weekly ‘Sweet Peas’ group will continue. There will also continue to be support for Chatterbox groups for children with speech and language delay. However, the proposals may mean some children have greater difficulty accessing Stay and Play and home Visiting Services.
- Rainbow Families, a play group for LGBT families with children under 5 will continue to meet at the Fiveways Play Centre in Preston Park. However, the reduction in Stay and Play groups around the city will mean less provision for this and other protected groups. LGBT families benefit from children’s centre services for advice, support, access to other services and opportunities to meet other families in their local area. These parents also face additional stigma because of their sexuality and are more likely to care for children who are adopted or looked-after.
- Families living in poverty are one of the main target groups for children’s centres and will be impacted by the change in services. For example, families in poverty are less likely to be able to afford to travel to, or pay to attend alternative play groups. Families living in cramped or sub-standard accommodation are more likely to

5. Summary of impacts

	<p>benefit from having somewhere else to go which is free, warm, safe and has space for children to play and develop their motor skills.</p> <ul style="list-style-type: none"> • Children of single parents are more likely to face disadvantages and live in child poverty. Given that single parents are less likely to be able to afford to pay for play groups, they may be impacted more by the reduction in Stay and Play groups in the city. A higher number of lone parents attend Roundabout, Conway Court and Turner children's centres. A reduction in groups here may disproportionately affected these families. • Trans parents with children under 5 may feel excluded from play groups and not get the same benefit as other families.
<p>6. Assess level of impact (1= low/minimal 5 = high/significant)</p>	<p>5 - The level of impact will be significant for women and young children.</p>
<p>7. Key actions to reduce negative impacts</p>	<p>What actions are planned to reduce/avoid negative impacts and increase positive impacts?</p> <hr/> <ul style="list-style-type: none"> • A needs assessment has been completed to help design the revised service and consider the likely impact of changes. • The public consultation completed in 2015 was used to inform the changes. A full EIA was completed as part of the proposals for changes to children's centres and considered by the Children, Young People and Skills Committee on 11 January 2016. • The proposals include continuing to offer open access baby groups and one open access Stay and Play groups per centre. Families consulted said the continuation of these groups were essential to address inequality and promote social cohesion. • Council funded children's centres services will continue to support those families and children most at risk of poor outcomes including more support from the Early Year family coaches for families with young children facing multiple disadvantage. • Continuing to run Bilingual Families Group and the MOSAIC group and working with the Ethnic Minority Achievement Service to increase the take up of two year old places by BME groups. • Two year olds from families on out of work benefits and working families on low incomes are entitled to free part time early education places. Around 30% of two year old children are eligible and take up in the city is higher than average at over 90%. • Health visitors will continue to deliver the universal elements of the Healthy Child Programme including the five universal reviews to identify needs (ante-natal, new birth, 6-8 weeks, 1 year, 2.5 years). • Partnership working with health visiting ensures that the need of all early children and their families is assessed and the identified support is provided based on these needs taking into account protected characteristics. The health visitors will also be key in communicating service changes to parents, identifying

	<p>families affected as well as new and future parents and signposting them to alternative services.</p> <ul style="list-style-type: none"> • Children’s Centre staff will support parent-run groups to compensate for some of the reduced service. • We will continue to monitor the impacts from the revised service and consult with families, adjusting the service accordingly • Teenage parents are entitled to support as part of the Family Nurse Partnership Programme. • Early Years family coaches will support families facing multiple disadvantages. • Two year old disabled children are automatically entitled to free early years childcare places. We will continue to prioritise children with disabilities for Stay and Play groups and home visits. We will improve our monitoring of families with disabled children registering and attending children’s centres. The new health service information system ‘System One’ due to be implemented in 2016 will help with this. • The Bilingual Families Groups will continue at Turner, Conway Court and Hangleton Park. The Mosaic Group will also continue at Hollingdean. • To continue to run the dads groups at Hollingdean and Turner children’s centres. To continue to support the Early Childhood Project to fund the equalities toy library in Turner which promotes gender equality. To explore the feasibility of running parenting discussion groups in the evenings which may encourage more dads to attend. To consider what more can be done to promote boys learning in the children’s centres. • To develop a policy for other groups using children’s centres that includes a commitment to equality and diversity with respect to all characteristics. • Rainbow Families, a play group for LGBT families with children under 5 will continue to meet at the Fiveways Play Centre in Preston Park. To improve our data on LGBT parents • We will contact Trans community groups in the city to establish whether there is a need for an under 5 group for Trans parents. If so, we will support them to set up a parent-led group in a children’s centre. We will improve our monitoring of families with Trans parents registering and attending children’s centres. • Children’s centres will continue to offer targeted groups for families with specific needs, including Triple P parenting courses and courses for protective behaviours.
<p>8. Full EIA?</p>	<p>Completed as part of the paper on the Children’s Centre review for the Children, Young People and Skills Committee January 2016.</p>
<p>9. Monitoring and Evaluation</p>	<p>How will you monitor the impact of this proposal and the success of your mitigating actions on these groups over the coming year (or more)?</p> <hr style="border-top: 1px dashed black;"/> <p>Monitoring of the take up of children’s services by protected groups. Key actions will be included in the children’s centre business plan for 2016/17.</p>
<p>10. Cumulative impacts</p>	<p>Might related proposals from other service areas (or other changes) worsen or mitigate impacts from your proposal? Please explain these impacts.</p> <hr style="border-top: 1px dashed black;"/>

Impact young children and women

There may be a cumulative impact on children and families from changes to other children's services.

Budget Screening Equality Impact Assessment Template 2016/17 – Service-Users

1. Service Area	Children’s Services - Early Years and Childcare	2. Proposal No. 14
3. Head of Service	Caroline Parker	
4. Budget Proposal	<p>What is the proposal? Use the savings proposal wording and more detail if needed</p> <hr/> <p>Early Years – Childcare: total £41,000</p> <ul style="list-style-type: none"> • Reduce funding for childcare qualification bursaries • Increase income from training courses • Reduce support for childminders 	
5. Summary of impacts	<p>Highlight the most significant disproportionate impacts on groups</p> <hr/> <p>Disproportionate impacts identified related to the following characteristics: Age (younger) and Gender (women)</p> <ul style="list-style-type: none"> • Greatest impact on women as they make up 98% of the childcare workforce (Labour Force Survey 2012-14). • The reduction means that bursaries for Level 5 qualifications will no longer be offered thereby reducing progression routes in the childcare workforce. • Childcare workers are young relative to the general workforce. The average age of the group is 36 years compared with 41 years for all other populations. More than one quarter of childcare workers are aged under 25 years. • Removal of funding for Level 5 qualifications will reduce progression routes and may have an impact on the quality of management in childcare settings, again impacting on the quality of provision for young children • Reducing the number of staff who support childminders will impact on women as 98% of childminders are female (Childminding Practice in England, Research Centre/National Children’s Bureau, 2010). 	

6. Assess level of impact (1= low/minimal 5 = high/significant)	2
7. Key actions to reduce negative impacts	<p>What actions are planned to reduce/avoid negative impacts and increase positive impacts?</p> <hr/> <ul style="list-style-type: none"> • Extra income generated from childcare training has been used to purchase elearning packages. These are particularly appropriate for childminders who have very restricted ability to attend training course. • Childcare providers will be encouraged to research other funding for qualifications before accessing the early years and childcare bursary fund. For workers under 24 years old the employer should consider apprenticeship funding, which is paid directly to the training provider. Students older than 24 should consider the 24+advanced learning loan (repayments start when the salary reaches £21,000). • Staff who support childminders will focus on those with 'Requires Improvement / Inadequate' Ofsted inspection judgements i.e. those who need the most support, as well as those setting up as new childminders • Support will be focused on new childminders in an attempt to ensure that all provision is good quality from the start.
8. Full EIA?	Not needed
9. Monitoring and Evaluation	<p>How will you monitor the impact of this proposal and the success of your mitigating actions on these groups over the coming year (or more)?</p> <hr/> <p>Demographic profile of those taking up childcare training and bursaries will continue to be monitored. If necessary specific strategies will be put in place to ensure that negative impacts do not develop.</p> <p>Similarly with childminding the quality of provision (in terms of the number of 'Requires Improvement / Inadequate' Ofsted inspection judgements) will be monitored and early intervention with new childminders stepped up where necessary and possible</p>
10. Cumulative impacts	<p>Might related proposals from other service areas (or other changes) worsen or mitigate impacts from your proposal? Please explain these impacts.</p> <hr/> <p>None</p>

Environment, Development & Housing

EIA 15: proposal deleted

Budget Screening Equality Impact Assessment Template 2016/17 – Service-Users

1. Service Area	City Parks – Conservation (Countryside)	2. Proposal No. 16
3. Head of Service	Richard Bradley	
4. Budget Proposal	What is the proposal? Use the savings proposal wording and more detail if needed	
	<p>Ranger Service: reduction in the budget of £102,000.</p> <p>The saving target would result in the number of rangers being reduced by 2.2 FTE, leaving a more specialised team of 7 FTE.</p>	
5. Summary of impacts	Highlight the most significant disproportionate impacts on groups	
	<p>Disproportionate impacts identified related to the following characteristics: Age (older), Disability</p> <p>While there is no quantitative data on the profile of volunteers, many of them are retired and the service does engage with people with physical and mental health issues. Volunteering and being outdoors has beneficial impacts on physical and mental wellbeing.</p> <p>With a reduced number of rangers some community groups and volunteer activities may discontinue. The rangers focus on community engagement, organising events, consultations, coordinate volunteers to deliver a range of projects and deliver schemes funded externally through the Higher Level Stewardship Scheme (HLS). Under the proposals the team would reduce from 9.2 FTE to 7 FTE with the remaining officers focussing on:</p> <ul style="list-style-type: none"> • Coordinating and recruiting volunteers • Delivering externally funded work, HLS in particular • Rights of Way 	
6. Assess level of impact (1= low/minimal 5 = high/significant)	2	
7. Key actions to	What actions are planned to reduce/avoid negative impacts and increase positive impacts?	

reduce negative impacts	Under the proposals it is proposed to create a new post to coordinate volunteers. This post will be targeted at supporting volunteers and help direct their work. However there will be less day to day support available.
8. Full EIA?	September 2016
9. Monitoring and Evaluation	<p>How will you monitor the impact of this proposal and the success of your mitigating actions on these groups over the coming year (or more)?</p> <p>The remaining team will focus on increasing numbers of volunteers and volunteer opportunities. It is not possible to monitor the impacts on these groups specifically, however volunteer hours will continue to be monitored.</p>
10. Cumulative impacts	<p>Might related proposals from other service areas (or other changes) worsen or mitigate impacts from your proposal? Please explain these impacts.</p> <p>None</p>

Budget Screening Equality Impact Assessment Template 2016/17 – Service-Users

<p>1. Service Area</p>	<p>Environment, Development and Housing - Housing Support</p>	<p>2. Proposal No. 17</p>
<p>3. Head of Service</p>	<p>Tracy John</p>	
<p>4. Budget Proposal</p>	<p>What is the proposal? Use the savings proposal wording and more detail if needed</p> <hr/> <p>Housing Services – Housing Support: £144,000</p> <p>Cease the dedicated housing support service from housing options and retain 2 scale 6s to continue with the income/Housing Benefit work that they do. There were 11 in the team and this was reduced to 5 including the manager at the end of September. We are now proposing to reduce the 5 to 2 front line workers realigned to credit control to focus on income collection.</p>	
<p>5. Summary of impacts</p>	<p>Highlight the most significant disproportionate impacts on groups</p> <hr/> <p>Disproportionate impacts identified related to the following characteristics: Disability</p> <p>The housing options service makes a budget provision for (and provides) an early intervention housing support service to vulnerable people placed into emergency accommodation to enable them to manage the accommodation and access essential services. By ending this provision, there may be an impact on vulnerable people’s health and wellbeing and increasing social isolation.</p> <p>There is also an increased risk of delays in identifying changes to the health and well-being of vulnerable households in emergency accommodation who fail to seek help through existing support and health services, which could result in increased demand for support (and the requirement for more complex/longer term support provision) from other agencies/departments.</p>	

6. Assess level of impact (1= low/minimal 5 = high/significant)	4 - Impacts on very vulnerable people: the removal of the housing options housing support service for vulnerable people in emergency accommodation who have complex needs usually involving drug and alcohol addictions could result in delayed intervention and support, impacting on their health and well-being and resulting in a higher demand for reactive and emergency intervention services.
7. Key actions to reduce negative impacts	<p>What actions are planned to reduce/avoid negative impacts and increase positive impacts?</p> <hr/> <ul style="list-style-type: none"> • Refer to Access team and other teams in Adult Social Care for vulnerable adults. • Refer to Children’s services/Health Visitors where there are young children. • Regular inspections of emergency accommodation to identify where people are failing to manage and refer to various other depts. for support or crisis intervention. • Procedures will need to be amended to notify adult and children’s services where there is a known support need and to raise alerts at placement stage where it is identified that there is a support need at the placement stage. • Full EIA will be completed if this proposal proceeds
8. Full EIA?	Immediately following decision at budget council, if proposal accepted.
9. Monitoring and Evaluation	<p>How will you monitor the impact of this proposal and the success of your mitigating actions on these groups over the coming year (or more)?</p> <hr/> We will monitor if there is an increase in the number of people who cannot manage in emergency accommodation and require crisis intervention.
10. Cumulative impacts	<p>Might related proposals from other service areas (or other changes) worsen or mitigate impacts from your proposal? Please explain these impacts.</p> <hr/> None

Budget Screening Equality Impact Assessment Template 2016/17 – Service-Users

1. Service Area	Environment, Development and Housing - Transport	2. Proposal No. 18
3. Head of Service	Mark Prior	
4. Budget Proposal	<p>What is the proposal?</p> <hr/> <p>A reduction in the Road Safety Education budget - £40,000</p> <p>The council together with key partners such as, schools, colleges, Fire, Police and the Ambulance service have a coordinating campaign and education awareness strategy to reduce accidents within certain groups. Part of this work is focused on targeted particular road user such as motorbike users and young drivers who are categorised as high risk road users. The work also involves working with secondary schools in terms of road user awareness.</p>	
5. Summary of impacts	<p>Highlight the most significant disproportionate impacts on groups</p> <hr/> <p>Disproportionate impacts identified related to the following characteristics: Age (younger)</p> <p>Secondary school level and young drivers 14 – to 24</p>	
6. Assess level of impact (1= low/minimal 5 = high/significant)	3	
7. Key actions to reduce negative impacts	<p>What actions are planned to reduce/avoid negative impacts and increase positive impacts?</p> <hr/> <p>The Road Safety Team is currently part of a Service Redesign to examine how the service can be developed and achieve the efficiencies while delivering a more effective service. This is includes sharing joint outcome with Public Health and also expanding commercial activities to generate income which will help offset any savings impacts.</p>	
8. Full EIA?	A full EIA will be considered as part of the service redesign.	

<p>9. Monitoring and Evaluation</p>	<p>How will you monitor the impact of this proposal and the success of your mitigating actions on these groups over the coming year (or more)?</p> <hr/> <p>With statistical road casualty data which the council collects. Currently, data shows that motorcycles and young male drivers make up a disproportionate number of road casualties.</p>
<p>10. Cumulative impacts</p>	<p>Might related proposals from other service areas (or other changes) worsen or mitigate impacts from your proposal? Please explain these impacts.</p> <hr/> <p>The Police have recently cut their Education Liaison Officers which means the council is currently the only body which directly engages with these groups</p>

Budget Screening Equality Impact Assessment Template 2016/17 – Service-Users

<p>1. Service Area</p>	<p>Environment, Development and Housing – Head of Housing, HRA: Support Services Charges (Play Service)</p>	<p>2. Proposal No. 19a</p>
<p>3. Head of Service</p>	<p>Chris Parfitt</p>	
<p>4. Budget Proposal</p>	<p>What is the proposal? Use the savings proposal wording and more detail if needed</p> <hr/> <p>Play Service</p> <ul style="list-style-type: none"> • Removing £131,000 funding of the Play service. (£80,000 Housing revenue / £20,000 Public Health £31,000 Children’s services). • This will mean the closure of the BHCC Play Service 	
<p>5. Summary of impacts</p>	<p>Highlight the most significant disproportionate impacts on groups</p> <hr/> <p>Disproportionate impacts identified related to the following characteristics: Age (younger), Child Poverty</p> <ul style="list-style-type: none"> • There will be no play offer. • There will be no BHCC Play Service supporting families and children through offering supported play opportunities in communities identified as in most need of support. • Contact with hard to reach families will be reduced for services across children’s services who use the Play service as a method of out-reach. • Families in receipt of benefits will be significantly affected. • No opportunities for organised play during school holidays for vulnerable communities • Lower positive profile of BHCC in communities across the city. • Play service to special schools and to Traveller sites will stop <p>Overall Numbers Adults & Children Attending Playbus Sessions Apr – Sep 2015 Bevendean, Kingwood & Milner, Whitehawk, Hangleton: adults = 1297, children = 2283 Downs Park School - whole school every session over the morning</p> <p>Summer holiday programme 2015 27 July - 28 August</p>	

	Bevendean, Kingwood & Milner, Moulsecoomb, Whitehawk, Hangleton: adults = 454, children = 632 National play day approximate attendance adults & children 1,500
6. Assess level of impact (1= low/minimal 5 = high/significant)	3
7. Key actions to reduce negative impacts	<p>What actions are planned to reduce/avoid negative impacts and increase positive impacts?</p> <hr/> <ul style="list-style-type: none"> • There has been investment in open play spaces across the city through the play build programme, regenerating play facilities and play grounds. There is strong evidence that positive health, mental, cognitive and social benefits can be attributed to good school based break time play interventions which are provided by most primary schools. • The Play Service vehicle DAF Lorry (this is the Play Bus specially converted to deliver play actives), will need to be disposed of. This does give an opportunity of one-off income generation and also could be transferred to a local organisation for similar use to support play activities • Coordinate remaining activity across council departments to maintain an offer of play activities, culture, leisure, libraries, CVS and schools • Full EIA to be completed, if proposal agreed.
8. Full EIA?	March 2016
9. Monitoring and Evaluation	<p>How will you monitor the impact of this proposal and the success of your mitigating actions on these groups over the coming year (or more)?</p> <hr/> <ul style="list-style-type: none"> • Monitor that primary schools provide consistent break time play activates. • Families report use of the parks and green spaces across the city. • Street play is evidenced by a percentage take up across the city in communities of most need
10. Cumulative impacts	<p>Might related proposals from other service areas (or other changes) worsen or mitigate impacts from your proposal? Please explain these impacts.</p> <hr/> <p>There will be other proposed reductions to services to children and families from other departments that may impact on families and therefore indirectly to young people in those families.</p>

Budget Screening Equality Impact Assessment Template 2016/17 – Service-Users

1. Service Area	Communities Equality & Third Sector Team	2. Proposal No. 19b
3. Head of Service	Paula Murray	
4. Budget Proposal	<p>What is the proposal? Use the savings wording and more detail if needed</p> <hr/> <p>Housing, HRA - Grants: Saving of £145,000 from a gross budget of £1,672,000</p> <ul style="list-style-type: none"> BHCC Community Grants: delivering the annual and three grant programmes supporting community and volunteering activity in the city. The team also provides a Grant Finder Service supporting Third Sector organisations in securing external funding. Proposal is to end the Housing Revenue Account (HRA) funding within this overall budget. 	
5. Summary of impacts	<p>Highlight the most significant disproportionate impacts on groups</p> <hr/> <p>Disproportionate impacts identified related to the following characteristics: All</p> <p>The grants programme tends to be particularly effective at supporting Third Sector (or CVS) organisations that work with and support communities with legally protected characteristics, and those who are marginalised and vulnerable, including those experiencing poverty/financial exclusion.</p> <p>The proposed reduction of grant funding will potentially result in:</p> <ul style="list-style-type: none"> decreased capacity to meet some corporate priorities with specific impacts on characteristics protected in law, reduced capacity for CVS groups which support community resilience and reduce reliance on statutory services, potential wider impact on ability to attract match funding. 	
6. Assess level of impact (1= low/minimal 5 = high/significant)	3	

7. Key actions to reduce negative impacts	<p>What actions are planned to reduce/avoid negative impacts and increase positive impacts?</p> <hr/> <p>The proposed reduction of funding will require:</p> <ul style="list-style-type: none"> • Closer analysis of existing grant funded organisations and activities to ensure the greatest protection for groups with protected characteristics and other vulnerabilities. Any proposal will be subject to an EIA process and will be considered by the Lead Member for Neighbourhoods, Communities & Equalities. There will also be a role for the Members Advisory Group and Community Works in commenting on the options. • Ongoing communications to CVS groups about funding decisions, alternative sources of support (where these still exist) and potentially support to enable groups to close with minimum disruption and impact to service-users.
8. Full EIA?	<p>To be completed in March if proposal accepted.</p>
9. Monitoring and Evaluation	<p>How will you monitor the impact of this proposal and the success of your mitigating actions on these groups over the coming year (or more)?</p> <hr/> <p>Through intelligence and feedback through the Third Sector Commission providers, along with the Resource Centre. All grant recipients are required to return evaluation and monitoring data, including financials.</p>
10. Cumulative impacts	<p>Might related proposals from other service areas (or other changes) worsen or mitigate impacts from your proposal? Please explain these impacts.</p> <hr/> <p>This depends on the way in which the reduction is implemented. It is likely that the preferred option will be one that minimises any cumulative impact from other budget decisions.</p>

Budget Screening Equality Impact Assessment Template 2016/17 – Service-Users

1. Service Area	Housing - Income, Involvement and Improvement	2. Proposal No. 20
3. Head of Service	Tracy John	
4. Budget Proposal	<p>What is the proposal? Use the savings proposal wording and more detail if needed</p> <hr/> <p>Housing - Income, Involvement and Improvement</p> <p>Budget savings of £119,000 are anticipated to be achieved (over 2 years) through a consultative review of resident involvement, designed to increase engagement while streamlining costs. All functions will be considered for their effectiveness eg administrative processes, grant allocations, engagement through meetings and other media, scrutiny arrangements, communications, and tenant association support arrangements.</p> <p>Achieving reduced expenditure, while maintaining performance on resident involvement, will help to bring BHCC nearer to the median or upper quartile authorities within Housing’s peer benchmarking group. It will also help fund other areas of the service facing financial pressures.</p> <p>The specific proposals will be informed by reviewing alternative potential practices, and the outcome of consultation with residents (eg through focus groups, email groups and Area Panels) and staff.</p>	
5. Summary of impacts	<p>Highlight the most significant disproportionate impacts on groups</p> <hr/> <p>No disproportionate impacts are identified related to protected groups.</p>	
6. Assess level of impact (1= low/minimal 5 = high/significant)	1	
7. Key actions to reduce negative impacts	<p>What actions are planned to reduce/avoid negative impacts and increase positive impacts?</p> <hr/>	

	<p>Specific actions cannot yet be identified, as the exact nature of the savings are not certain until consultation has taken place. However all activities and processes will be looked at with the aim of having a redesigned structure that minimises negative impacts and maximises positive ones.</p>
<p>8. Full EIA?</p>	<p>A full EIA will be prepared for specific changes to resident involvement that are decided upon following the review of the service and consultation with residents using a variety of methods.</p>
<p>9. Monitoring and Evaluation</p>	<p>How will you monitor the impact of this proposal and the success of your mitigating actions on these groups over the coming year (or more)?</p> <p>As part of the review of resident involvement, metrics will be developed to measure the outputs, outcomes and impact of the service. This will form the basis for monitoring and evaluation of the changes that arise from the proposals.</p> <p>In addition update reports and feedback will go to Area Panels and Housing and New Homes Committee.</p>
<p>10. Cumulative impacts</p>	<p>Might related proposals from other service areas (or other changes) worsen or mitigate impacts from your proposal? Please explain these impacts.</p> <p>None</p>

Assistant Chief Executive

Budget Screening Equality Impact Assessment Template 2016/17 – Service-Users

1. Service Area	Communities, Equality and Third Sector Team	2. Proposal No. 21
3. Head of Service	Paula Murray	
4. Budget Proposal	<p>What is the proposal? Use the savings proposal wording and more detail if needed</p> <p>-----</p> <p>To reduce annual funding for each of the four council workers' forums from £2,000 to £1,000. Total £4,000</p>	
5. Summary of impacts	<p>Highlight the most significant disproportionate impacts on groups</p> <p>-----</p> <p>No disproportionate impacts are identified related to protected characteristics Although the workers' forums are to provide a support and network for council staff in relation to their legally protected characteristics, this reduction will not adversely impact their functioning. Work to link the forums' activities and reduce costs has been going on successfully over the last year.</p>	
6. Assess level of impact (1= low/minimal 5 = high/significant)	1	
7. Key actions to reduce negative impacts	<p>What actions are planned to reduce/avoid negative impacts and increase positive impacts?</p> <p>-----</p> <p>Forums will continue to work in partnership with each other and with community and voluntary groups across the city to maximise their funding and resources. They will prioritise using free and discounted resources, i.e. council meeting spaces for activities and events.</p>	
8. Full EIA?	Not needed	
9. Monitoring and Evaluation	<p>How will you monitor the impact of this proposal and the success of your mitigating actions on these groups over the coming year (or more)?</p> <p>-----</p> <p>Forum activity is supported by the Communities, Equality & Third Sector Team. Business plans are produced and reported on annually.</p>	
10. Cumulative impacts	<p>Might related proposals from other service areas (or other changes) worsen or mitigate impacts from your proposal? Please explain these impacts.</p> <p>-----</p> <p>None</p>	

Budget Screening Equality Impact Assessment Template 2016/17 – Service-Users

1. Service Area	Assistant Chief Executive - Royal Pavilion & Museums	2. Proposal No. 22
3. Head of Service	Janita Bagshawe	
4. Budget Proposal	<p>What is the proposal? Use the savings proposal wording and more detail if needed</p> <hr/> <p>Royal Pavilion & Museums - £145,000</p> <ul style="list-style-type: none"> • Income from cultural exemption being extended to two of the admission paying sites • Reduction in staffing levels through non-replacement of vacant posts • New income streams 	
5. Summary of impacts	<p>Highlight the most significant disproportionate impacts on groups</p> <hr/> <p>No disproportionate impacts identified related to protected characteristics</p> <p>A move to raise income from new sources means that staff focus will shift from some aspects of community work.</p>	
6. Assess level of impact (1= low/minimal 5 = high/significant)	1 - minimal impacts on small numbers of people	
7. Key actions to reduce negative impacts	<p>What actions are planned to reduce/avoid negative impacts and increase positive impacts?</p> <hr/>	

	<ul style="list-style-type: none"> • Most community work is externally funded but this funding may be reduced: find new sources of funding for the work. • Programmes for specific characteristic groups will continue to be targeted but may reduce in capacity due to external budgets being realigned to support income generation: ensure all targeted engagement projects continue to offer a range of activities, albeit it on a potentially smaller scale. • Work in partnership where possible to pool resources,
8. Full EIA?	Not needed
9. Monitoring and Evaluation	<p>How will you monitor the impact of this proposal and the success of your mitigating actions on these groups over the coming year (or more)?</p> <p>Regular monitoring of work to engage community groups is submitted to the Arts Council who fund this work</p>
10. Cumulative impacts	<p>Might related proposals from other service areas (or other changes) worsen or mitigate impacts from your proposal? Please explain these impacts.</p> <p>None</p>

Budget Screening Equality Impact Assessment Template 2016/17 – Service-Users

<p>1. Service Area</p>	<p>Assistant Chief Executive - Libraries</p>	<p>2. Proposal No. 23</p>
<p>3. Head of Service</p>	<p>Sally McMahon</p>	
<p>4. Budget Proposal</p>	<p>What is the proposal? Use the savings proposal wording and more detail if needed</p> <hr/> <p>Investigate the potential of combining Hove Library and Hove Museum into a new cultural centre for Hove, located at Hove Museum, where there is space and more freedom to extend the building as part of Phase two savings proposals to be implemented in 2017/2018.</p> <p>This would deliver an estimated saving of £330,000:</p> <ul style="list-style-type: none"> • £213,000 on staffing • £100,000 on bookfund • £17,000 on operational costs. 	
<p>5. Summary of impacts</p>	<p>Highlight the most significant disproportionate impacts on groups</p> <hr/> <p>No disproportionate impacts identified related to protected characteristics</p> <ul style="list-style-type: none"> • Hove Museum is an approximate five minute walk from the current Hove Library and on the same bus routes • There is capacity to extend the building to make it more accessible and customer friendly. Capacity in the current Hove Library is limited due to its shape and Grade 2 listed building status • Cumulative and individual negative impacts on equalities groups are limited • Availability of less volume of stock may impact on people on low income as this entails them needing to pay to reserve more items • Modern more accessible customer friendly building possible • Availability of less volume of stock will necessitate prioritisation of provision of targeted equalities stock 	

6. Assess level of impact (1= low/minimal 5 = high/significant)	1
7. Key actions to reduce negative impacts	<ul style="list-style-type: none"> • Engage with local people including the Fed: Centre for Independent Living • Maintain concessions on charges for people on low income • Maximise customer led stock provision with key focus on equalities provision
7. Full EIA?	By end July 2016
8. Monitoring and Evaluation	<p>How will you monitor the impact of this proposal and the success of your mitigating actions on these groups over the coming year (or more)?</p> <hr style="border-top: 1px dashed black;"/> <p>Process of community engagement, including assessment of equality issues. All information will contribute to EIA as above.</p>
9. Cumulative impacts	<p>Might related proposals from other service areas (or other changes) worsen or mitigate impacts from your proposal? Please explain these impacts.</p> <hr style="border-top: 1px dashed black;"/> <p>In order to maximise the positive potential to deliver an accessible and community focused new Hove Cultural Centre, taking on board range of local feelings and concerns we will proactively engage with and involve local community to develop new Hove Cultural centre over the next 18 months</p>

Budget Screening Equality Impact Assessment Template 2016/17 – Service-Users

1. Service Area	Assistant Chief Executive - Libraries	2. Proposal No. 24
3. Head of Service	Sally McMahon	
4. Budget Proposal	<p>What is the proposal? Use the savings proposal wording and more detail if needed</p> <hr style="border-top: 1px dashed black;"/> <p>Implement Libraries Extra and related operational and opening hours changes across community libraries including remodelling of Hollingbury and Westdene Libraries; from July 2016 to deliver net savings of £282,000 in 2016/17 and £102,000 in 2017/18. The key elements of this are:</p> <ul style="list-style-type: none"> • Enable longer hours of access across most community libraries by standardising hours and staffing coverage and combining staffed and unstaffed access hours via Libraries Extra. • Libraries Extra offers controlled, secure and self-service access to unstaffed libraries and is currently being piloted at Portslade and Woodingdean Libraries. • Move Hollingbury Library to co-locate with Hollingbury Children’s Centre with a small community collection focused on needs of young children and families. This would be unstaffed and an ‘honesty book’ loan service would operate on a community outreach collection model. • Remove or reduce in size Westdene Library to enable an additional classroom to be made available to Westdene Primary School. If a small facility remains it will have Libraries Extra access and or volunteers to support public use. • Introduce new operational staffing model across community libraries based on more standard full-time working and single staffing in community libraries with appropriate health and safety cover via Libraries Extra technology. • This would include Patcham Library’s opening hours increasing from the current three day 21 staffed hours to a total of 49 hours- 33 staffed across five days including Saturday and Sunday and 16 hours unstaffed via Libraries Extra • This overall proposal would deliver a total of 592 opening hours, 7 days a week from Jubilee, Hove and 9 community libraries- 350 staffed, 242 unstaffed. These figures do not include any hours of access to the remodelled Hollingbury and Westdene services • There are currently 362 staffed hours across the current network of 14 Libraries and 34 total Libraries Extra unstaffed hours being piloted at Portslade and Woodingdean Libraries. <p><u>Key background information</u></p>	

	Hollingbury Library catchment area profile	Westdene Library catchment area profile
Age profile and user	High proportion of children	Relatively high proportion of people aged 65 or over
Car owners	79%	82%
Active borrowers aged 0-12	42%	56%
Use another Brighton & Hove Library	57% - 27% of them use Patcham Library	37% - 12% of them use Patcham Library
Distance from Patcham Library	1 mile away from Hollingbury Library: 20 minute walk or 4 minute drive. The 5 and 5A bus service to near Patcham Library is a ten minute walk to the stop at the end of Carden Avenue.	1.3 miles away from Westdene Library: 26 min walk or a 5 minute drive. It is on the 5 and 5A bus routes: the stop on London Road is a 15 minute walk from Westdene Library
	Hollingbury Children's centre is a four minute walk from Hollingbury Library	
<p><u>Increased Opening Hours</u> The overall model will increase total library opening hours from 396 (362 staffed and 34 unstaffed) to 592 (350 staffed and 242 unstaffed) - a 49.5% increase. This includes increasing staffed Saturday and Sunday opening from the current total of 78 hours to 96.5 hours – a 24% increase including a total of 9 libraries offering Sunday opening (Hove and Jubilee and 7 community libraries). Currently just Jubilee offers Sunday opening.</p> <p>This increase in hours and choice will benefit a wide range of people.</p>		
5. Summary of impacts	Highlight the most significant disproportionate impacts on groups	

	<p>Disproportionate impacts identified related to the following characteristics: Age (younger and older), Disability, Gender reassignment, Carers</p> <p><u>Age</u></p> <ul style="list-style-type: none"> • People of all ages in Hollingbury and Westdene may need to travel to Patcham to access a full library service • Older people in Westdene may be concerned at the lack of a staffed service (relating to the Libraries Extra unstaffed service) • In terms of current overall library opening hours 52% respondents aged 75 and over recently surveyed did not find current library opening hours satisfactory, so increased opening hours may be positive. <p><u>Disability</u></p> <ul style="list-style-type: none"> • People with mobility issues in Hollingbury and Westdene may find it difficult to travel to Patcham <p><u>Gender reassignment</u></p> <ul style="list-style-type: none"> • Concern raised at CSV consultation event regarding single staffing and volunteer support in terms of appropriate awareness/training around Trans Awareness <p><u>Other</u></p> <ul style="list-style-type: none"> • In terms of current overall library opening hours 62% respondents with caring responsibilities recently surveyed did not find current library opening hours satisfactory, so increased opening hours may be positive. • In terms of Libraries Extra access for Travellers and rough sleepers needs to be considered in light of current proof of address requirements
<p>6. Assess level of impact (1= low/minimal 5 = high/significant)</p>	<p>2</p>
<p>7. Key actions to</p>	<p>What actions are planned to reduce/avoid negative impacts and increase positive impacts?</p>

reduce negative impacts	<ul style="list-style-type: none"> • Develop most effective collection available at Hollingbury Children’s Centre through community engagement • Promote and market increased opening hours at Patcham • Develop community input, involvement and use of Libraries Extra option in Westdene via community open days and develop community group use and support for the service • Ensure the increased opening hours are positively marketed and promoted both in terms of staffed hours and community input and support for unstaffed Libraries Extra hours • Ensure the availability of the Library Home Delivery service is actively promoted to any such eligible residents • Develop procedure to enable Travellers and rough sleepers to access Libraries Extra • Ensure continuing and appropriate equalities training and awareness for staff and volunteers
8. Full EIA?	By end July 2016
9. Monitoring and Evaluation	<p>How will you monitor the impact of this proposal and the success of your mitigating actions on these groups over the coming year (or more)?</p> <hr/> As above
10. Cumulative impacts	<p>Might related proposals from other service areas (or other changes) worsen or mitigate impacts from your proposal? Please explain these impacts.</p> <hr/> Current review of Children’s Centres by Children’s Services may impact on the availability of Hollingbury Children’s Centre for a library collection.

Public Health

Budget Screening Equality Impact Assessment Template 2016/17 – Service-Users

1. Service Area	Public Health - Substance Misuse	2. Proposal No. 25
3. Head of Service	Tom Scanlon	
4. Budget Proposal	<p>What is the proposal?</p> <hr/> <p>Substance Misuse: community services (Pavilions), residential rehabilitation (St Thomas Fund and BHT), and Inpatient Detoxification provision.</p> <p>The following savings are proposed for 2016/17:</p> <ol style="list-style-type: none"> 1. Community substance misuse services (Pavilions) - £200,000 against overall budget of £4.9m 2. Residential rehabilitation – 20% budget reduction (Savings of approximately £138,000 against an overall budget of £690,000) 3. Inpatient detoxification beds - £150,000 reduction against an overall budget of approximately £400,000. Current provider (SPFT) have given notice on provision of these services and so a review of both inpatient and community detoxification programmes will be undertaken to coincide with budget reduction. A separate EIA will cover this (EIA PH27, which will be complete by April 2016). 	
5. Summary of impacts	<p>Highlight the most significant disproportionate impacts on groups</p> <hr/> <p>Disproportionate impacts identified related to the following characteristics: Age (older and younger), Disability, Gender (men)</p> <p>Community - Reducing capacity in the community substance misuse service would be expected to impact on the level of support provided to clients,</p> <p>Residential rehabilitation - Providers may have to reduce the level of support to clients at certain phases of the programme.</p> <ul style="list-style-type: none"> • In recent years there has been a focus on encouraging individuals from all age ranges into services. 	

	<p>Continuing innovative ways of interacting with these individuals may be challenging.</p> <ul style="list-style-type: none"> • All providers are required to ensure that their services are accessible to communities of interest, and some providers have targets on increasing the number of BME and LGBT individuals accessing services. This work will continue regardless of budget reductions. • The re-tendered substance misuse service had as a focal point the development of an integrated dual diagnosis service (for people with a dual substance misuse and mental health need). Resources were identified to ensure adequate staffing capacity is in place to meet the demand for services. Providers may state that a reduction in funding directly impacts on the ability to deliver this integrated service. • Historically more men than women access substance misuse services. Providers need to work to engage greater numbers of women. Any reduction of funding could impact on this work. • People with substance misuse issues often have associated issues e.g. victim or perpetrator of domestic / sexual violence, be inadequately housed / sleeping rough, have children who are considered to be at risk, etc. Reductions in funding and associated support, might have a negative impact on these areas. <p>Inpatient detoxification beds – there will be a reduction in the number of ‘bed days’ available for inpatient detoxification.</p>
<p>6. Assess level of impact (1= low/minimal 5 = high/significant)</p>	<p>2</p>
<p>7. Key actions to reduce negative impacts</p>	<p>What actions are planned to reduce/avoid negative impacts and increase positive impacts?</p> <hr/> <p>Community – Commissioners will work with providers to prioritise areas for service delivery e.g. improved access generally, and for all protected groups. Work with providers to ensure that outreach work is maintained, and make use of ‘satellite’ sites for partner agencies, so that improved access can continue.</p> <p>Residential rehabilitation – Commissioners will work with providers to renegotiate contracts that provide the best service for city residents. Existing service improvement is working to ensure that only appropriate service users, who are adequately prepared for residential rehabilitation, are referred. There may be a slightly longer wait for service users going forward.</p> <p>Inpatient detoxification – Commissioners will work with providers to ensure that the appropriate detoxification services are available when required. The overall care pathway will be reviewed to ensure that appropriate services are still available for those that have the clinical need for an inpatient detoxification. There may be a slightly longer wait for service users going forward.</p>

<p>8. Full EIA?</p>	<p>When the re-tender for community substance misuse services was undertaken (approximately June 2014) an EIA was undertaken. EIAs will be undertaken when service redesign/re-tender work for residential rehabilitation is undertaken, and Inpatient Detoxification services are revised: April 2016 (EIA completed in 2014 for Adult Drug and Alcohol Treatment Services.)</p>
<p>9. Monitoring and Evaluation</p>	<p>How will you monitor the impact of this proposal and the success of your mitigating actions on these groups over the coming year (or more)?</p> <p>.....</p> <p>Quarterly contract reviews are held with all service providers. Performance reports (both national and local) will be discussed at these meetings and the impact will be monitored there.</p>
<p>10. Cumulative impacts</p>	<p>Might related proposals from other service areas (or other changes) worsen or mitigate impacts from your proposal?</p> <p>.....</p> <p>None</p>

Budget Screening Equality Impact Assessment Template 2016/17 – Service-Users

1. Service Area	Public Health - Sexual Health	2. Proposal No. 26a
3. Head of Service	Stephen Nicholson, Peter Wilkinson	
4. Budget Proposal	<p>What is the proposal?</p> <hr/> <p>Sexual health</p> <p>Savings of £115,000 will be realised from sexual health and HIV social care services through:</p> <ul style="list-style-type: none"> • Integrating clinical service provision • Re-designing sexual health promotion and HIV prevention for students and men who have sex with men • Stopping HIV prevention funding for generic lesbian, gay, bisexual and transgender (LGBT) counselling • Alternative funding sources for HIV social care (women and families) have been identified 	
5. Summary of impacts	<p>Highlight the most significant disproportionate impacts on groups</p> <hr/> <p>Disproportionate impacts identified related to the following characteristics: Age (younger), Gender (men)</p> <p>Reduced capacity in HIV prevention and sexual health promotion could lead to increase in the incidence and prevalence of Sexually Transmitted Infections including HIV</p> <p>Younger people (under 25) are disproportionately affected by poor sexual health. Reducing sexual health promotion and screening for STIs at the University of Brighton could impact negatively on this group</p> <p>Men who have sex with men (MSM) are disproportionately affected by poor sexual health including HIV. A reduction in access to information, advice and resources to promote good sexual health and safer sex could result in increased incidence of STIs and HIV</p>	
6. Assess level of impact (1= low/minimal 5 = high/significant)	2	

<p>7. Key actions to reduce negative impacts</p>	<p>What actions are planned to reduce/avoid negative impacts and increase positive impacts?</p> <hr/> <p>Service re-design to ensure the most efficient and cost effective services that are targeted towards those most at risk of sexual ill health are delivered within available budget.</p> <p>The integrated sexual health service will support the University of Brighton Students' Union to provide sexual health promotion and chlamydia and gonorrhoea screening to the student body.</p>
<p>8. Full EIA?</p>	<p>Not needed – service redesign will use EIA completed in 2015</p>
<p>9. Monitoring and Evaluation</p>	<p>How will you monitor the impact of this proposal and the success of your mitigating actions on these groups over the coming year (or more)?</p> <hr/> <ul style="list-style-type: none"> • Contract monitoring data • Sexual health service activity • STI rates • Chlamydia screening coverage and detection rates
<p>10. Cumulative impacts</p>	<p>Might related proposals from other service areas (or other changes) worsen or mitigate impacts from your proposal? Please explain these impacts.</p> <hr/> <p>None</p>

Budget Screening Equality Impact Assessment Template 2016/17 – Service-Users

1. Service Area	Public Health nursing contracts for Healthy Child Programme 0-16	2. Proposal No. 26b
3. Head of Service	Peter Wilkinson, Deputy Director of Public Health Lydie Lawrence, Public Health Programme Manager	
4. Budget Proposal	<p>What is the proposal?</p> <hr/> <p>In October 2015 the commissioning responsibility for the Healthy Child Programme 0-5 (health visiting and Family Nurse Partnership services - FNP) transferred to the council's Public Health Directorate. The school nursing service has been commissioned by Public Health since 2013 and the breastfeeding service since 2010.</p> <p>In 2016/17 potential savings of £200,000 have been identified from a total budget of £5,129,000 for the existing four separate public health nursing contracts (health visiting, FNP, school nursing and breastfeeding).</p> <p>Savings opportunities for 2016/17 are being finalised with SCT and could include – but to be confirmed:</p> <ul style="list-style-type: none"> • Introduction of a skill-mix: replacing eight existing health visitors vacancies with community nursery nurses; • Deleting at least two existing health visitors' vacancies. 	
5. Summary of impacts	<p>Highlight the most significant disproportionate impacts on groups</p> <hr/> <p>Disproportionate impacts identified related to the following characteristics: children aged 0-5 years, their families and teenage parents</p> <ul style="list-style-type: none"> • The health visiting service specification is to deliver a service at four levels: Community; Universal; Universal Plus and Universal Partnership Plus. As a Public Health nursing service, the health visiting service is a universal service for all families with children aged 0-5 years. There are five main universal contacts/reviews and these are mandated at national level for via a national data performance reporting system to the Department of Health. The national guidance is that the first three contacts must be conducted by health visitors rather than community nursery nurses. • There will be a negative impact on universal contacts for all families if services have to be more targeted to the families most at risk and thus not be offered to all families. This will decrease the reach of preventative work and the early identification and treatment of problems (eg: perinatal mental health, attachment etc). 	

	<ul style="list-style-type: none"> Some families may not necessarily have been identified as most at risk, and there is the potential risk of them not receiving support.
6. Assess level of impact (1= low/minimal 5 = high/significant)	2
7. Key actions to reduce negative impacts	<p>What actions are planned to reduce/avoid negative impacts and increase positive impacts?</p> <hr/> <ul style="list-style-type: none"> The performance framework and KPI measures recently set for the service have taken into account potential savings and existing challenges in reaching the targets previously set by NHS England: whilst all families will be offered the universal contacts i.e. 100% coverage, efforts will focus on ensuring that the most vulnerable population groups take up the service offer. Likewise for the face to face 2/2.5 years review: 100% families will be offered the contact however efforts will be focused on ensuring that those who would most benefit from the reviews attend the appointment.
8. Full EIA?	Not needed.
9. Monitoring and Evaluation	<p>How will you monitor the impact of this proposal and the success of your mitigating actions on these groups over the coming year (or more)?</p> <hr/> <p>Through quarterly performance and evaluation meetings with the provider.</p>
10. Cumulative impacts	<p>Might related proposals from other service areas (or other changes) worsen or mitigate impacts from your proposal?</p> <hr/> <p>The impact of the Children Centres' Review and decrease in the number of Early Years Visitors' (EYVs) posts has been discussed between Public Health, Children Services and SCT. The EYVs have been supporting health visitors including in the delivery of the Healthy Child clinics. With the 35% decrease in funding for Children Centres the future roles and remit of staff such as EYVs,, Community Nursery Nurses and Health Visitors are being clarified. The health visitors will continue to be based in the main designated seven Children Centres and some of the health visiting services (e.g. clinics) may be delivered as required at specific Children Centres delivery points (tbc).</p>

Budget Screening Equality Impact Assessment Template 2016/17 – Service-Users

1. Service Area	Public Health Miscellaneous – TAKEPART and Best of Health events	2. Proposal No. 27
3. Head of Service	Tom Scanlon	
4. Budget Proposal	<p>What is the proposal?</p> <hr/> <p>Obesity and Physical Activity: TAKEPART: reduce the budget from £30,000 to £25,000 And Public Health Miscellaneous – Learning Disability (LD) health event ‘Best of Health’: reduce funding from £3,000 to £2,000</p> <p>1. Reduce the funding for the annual TAKEPART 2-week festival, celebrating and raising the profile of sport and physical activity across the city and providing diverse accessible activities to enable more people to get involved.</p> <p>The total cost for TAKEPART 2015 was approximately £30,000 (£5,528 of external funding plus an estimated £48,000 of in-kind support). The plan is to reduce the budget to £25,000 from 2016/17. Main costs are infrastructure, health and safety and communication. Activities for residents are mainly free or very low cost.</p> <p>2. Reduce funding for annual Best of Health learning disability one day event: opportunity to find out about and try activities and services. It also supports mainstream services to improve access for people with LD.</p>	
5. Summary of impacts	<p>Highlight the most significant disproportionate impacts on groups</p> <hr/> <p>Disproportionate impacts identified related to the following characteristics: Age (older and younger), Disability (LD), Gender (men and women), Ethnicity</p> <p>TAKEPART will still go ahead: there will be a reduction in publicity materials, and in the number of events and activities delivered. Residents experiencing the highest levels of inequality, barriers to participation and living in the least active communities are likely to be most affected.</p> <p>Best of Health will still go ahead, but there may be a reduction in opportunity for people with LD to try and continue new activities.</p>	

6. Assess level of impact (1= low/minimal 5 = high/significant)	2
7. Key actions to reduce negative impacts	<p>What actions are planned to reduce/avoid negative impacts and increase positive impacts?</p> <hr/> <p>Impacts identified on the following groups: Age, Disabled people</p> <ul style="list-style-type: none"> • Best of Health will go ahead: options are being explored to reduce cost of venue and activities provided. • TAKEPART will go ahead and continue to work in collaboration and try to mitigate the impact of the budget reduction by sourcing external funding. • Using alternative approaches to disseminate information about the TAKEPART festival and inclusive opportunities to take part. Ongoing work to source external funding.
8. Full EIA?	Not needed
9. Monitoring and Evaluation	<p>How will you monitor the impact of this proposal and the success of your mitigating actions on these groups over the coming year (or more)?</p> <hr/> <p>Participation in both events is monitored and data for next year will be compared against last year.</p> <p>Data from Best of Health 2015: 170 people attended in 2015; 89 people attended for the first time; 11 organisations provided 14 different healthy activities; 19 services provided an interactive information stand</p> <p>Data from TAKEPART 2015: •174 events and activities took place across the city, 62% of which were free at the point of access. Estimated attendance across all festival events: 24,000 (not including Paddle Round the Pier)</p>
10. Cumulative impacts	<p>Might related proposals from other service areas (or other changes) worsen or mitigate impacts from your proposal? Please explain these impacts.</p> <hr/> <p>Reduction in TAKEPART promotional materials may reduce the number of people with LD living in the community who find out about Best of Health.</p>

Budget Screening Equality Impact Assessment Template 2016/17 – Service-Users

1. Service Area	Public Health - Intelligence	2. Proposal No. 28
3. Head of Service	Alistair Hill, Public Health Consultant	
4. Budget Proposal	What is the proposal?	
	<p>Public Health Intelligence Team</p> <p>Reduce needs assessment and intelligence budget from £35,000 to £25,000. This budget is used to commission small projects and intelligence and purchase information related products to support the Joint Strategic Needs Assessment.</p>	
5. Summary of impacts	Highlight the most significant disproportionate impacts on groups	
	<p>No disproportionate impacts identified related to protected characteristics</p> <p>No direct impact, but potentially reducing information on groups by protected characteristic may adversely affect planning and targeting of services</p> <p>The Joint Strategic Needs Assessment includes a focus on reducing inequality and promoting equality, including providing evidence on outcomes in these groups so all groups are potentially affected.</p>	
6. Assess level of impact (1= low/minimal 5 = high/significant)	1	
7. Key actions to reduce negative impacts	What actions are planned to reduce/avoid negative impacts and increase positive impacts?	
	<p>The 2016/17 work programme will be prioritised and these priorities will be delivered within the available resources. Our prioritisation process will aim to avoid a disproportionate impact on particular groups.</p>	

8. Full EIA?	Not needed
9. Monitoring and Evaluation	<p>How will you monitor the impact of this proposal and the success of your mitigating actions on these groups over the coming year (or more)?</p> <hr/> <p>Our JSNA and work programme will maintain a strong focus on inequality and promoting equality. This will be demonstrated by the priorities and outputs of the programme (including JSNA updates and full needs assessments and report contents. This programme is overseen by the City Needs Assessment Group and accountable to the Health and Wellbeing Board.</p>
10. Cumulative impacts	<p>Might related proposals from other service areas (or other changes) worsen or mitigate impacts from your proposal? Please explain these impacts.</p> <hr/> <p>None</p>

Budget Screening Equality Impact Assessment Template 2016/17 – Service-Users

1. Service Area	Public Health Miscellaneous – Nutrition	2. Proposal No. 29
3. Head of Service	Kerry Clarke	
4. Budget Proposal	<p>What is the proposal? Use the savings proposal wording and more detail if needed</p> <hr/> <p>Public Health miscellaneous - Nutrition</p> <p>Public Health (PH) secured two years Big Lottery funding to commission The Youth Collective to deliver four projects to improve emotional health and wellbeing (from October 2013 to 15). In September 2015, two projects were extended with PH funding from October 15 to March 16, based on need.</p> <ol style="list-style-type: none"> a. Peer led group work programmes in school attached to emotional health and wellbeing: £12,000 by Downlink. (stress management & 5 ways to well-being) b. Delivery of life coach work to the value of £3,000 by Impact – Initiatives. Eight peer mentors deliver around 40 workshops a year. <p>This extension ends in March 2016 resulting in:</p> <ul style="list-style-type: none"> • Stopping the peer led workshops in secondary schools and community settings. • Integrating effective elements of the life coach within counselling arrangements held by Impact Initiatives 	
5. Summary of impacts	<p>Highlight the most significant disproportionate impacts on groups</p> <hr/> <p>Disproportionate impacts identified related to the following characteristics: Age (younger), Disability, Sexual orientation, and also younger People in care, domestic violence</p> <p>No capacity in emotional health and wellbeing peer led prevention could mean young people:</p> <ul style="list-style-type: none"> • Do not manage their exam stress as effectively • Do not use self-management approaches to improve wellbeing. <p>Young people who have experienced mental health issues cannot use their experience to support others.</p> <p>Some groups are disproportionately affected by poor emotional health and wellbeing: under 25s, young women,</p>	

	LGBT people, younger people in care, those affected by domestic/sexual violence. Reducing early intervention and skills development to manage health themselves, could impact negatively on this group
6. Assess level of impact (1= low/minimal 5 = high/significant)	3
7. Key actions to reduce negative impacts	<p>What actions are planned to reduce/avoid negative impacts and increase positive impacts?</p> <hr/> <ul style="list-style-type: none"> • Build the most efficient and cost effective elements of the life coach offer into existing contract agreements with Impact Initiatives. • Service redesign of the youth work agreement will include the workshop functions but without peer led delivery, and consider approaching schools to pay for the workshops • Review the effectiveness of this approach to make an informed commissioning decision to integrate within the CCG transformation plan or redesign of youth work.
8. Full EIA?	Not needed
9. Monitoring and Evaluation	<p>How will you monitor the impact of this proposal and the success of your mitigating actions on these groups over the coming year (or more)?</p> <hr/> <p>Contract monitoring data Safe and Well at School Survey Service user evaluations</p>
10. Cumulative impacts	<p>Might related proposals from other service areas (or other changes) worsen or mitigate impacts from your proposal? Please explain these impacts.</p> <hr/> <p>None</p>

Budget Screening Equality Impact Assessment Template 2016/17 – Service-Users

1. Service Area	Public Health Miscellaneous: community safety and social exclusion	2. Proposal No. 30a
3. Head of Service	Alistair Hill, Public Health Consultant	
4. Budget Proposal	<p>What is the proposal?</p> <hr/> <p>Public Health Miscellaneous: community safety and social exclusion</p> <p>Six month pilot of street medicine nursing in 2015/16 will end 31 March 2016. Contribution to Sussex Community Trust Hostels Collaborative Team (commissioned by CCG) will end 31 March 2016</p>	
5. Summary of impacts	<p>Highlight the most significant disproportionate impacts on groups</p> <hr/> <p>Disproportionate impacts identified related to the following characteristics: Age (younger), Disabled People, Gender (men), Gender Reassignment, Sexual Orientation (LGB)</p> <ul style="list-style-type: none"> • Age distribution of homeless population is younger than the overall population • High rate of physical and mental ill health in the homeless population • 80% of single homeless are male • Evidence shows that there is a high risk of homelessness in young Trans people an LGB young people <p>Funding for nursing support for homeless will be discontinued. This change will be addressed in planning for CCG/LA commissioning for 2016/17 as part of the Better Care initiative.</p>	
6. Assess level of impact (1= low/minimal 5 = high/significant)	2 – if funding <u>not</u> picked up by CCG.	
7. Key actions to reduce negative impacts	<p>What actions are planned to reduce/avoid negative impacts and increase positive impacts?</p> <hr/> <p>Council is working with the CCG to develop a business case for funding from 2016 that will include both these functions.</p>	

8. Full EIA?	Not needed
9. Monitoring and Evaluation	<p>How will you monitor the impact of this proposal and the success of your mitigating actions on these groups over the coming year (or more)?</p> <hr/> <p>Monitored via Better Care action plan</p>
10. Cumulative impacts	<p>Might related proposals from other service areas (or other changes) worsen or mitigate impacts from your proposal? Please explain these impacts.</p> <hr/> <p>Reduction in funding for homeless services within Adult Social Care.</p>

Budget Screening Equality Impact Assessment Template 2016/17 – Service-Users

1. Service Area	Public Health – Healthy Neighbourhood Fund and Community Health Fund	2. Proposal No. 30b
3. Head of Service	Dr Peter Wilkinson	
4. Budget Proposal	<p>What is the proposal?</p> <hr/> <p>Miscellaneous Public Health: Community safety and Social Exclusion</p> <p>Reduction in funding from 16/17: Healthy Neighbourhood Fund (HNF) – by £18,285 (from £68,285) Community Health Fund (CHF) – by £15,000 (from £65,000)</p>	
5. Summary of impacts	<p>Highlight the most significant disproportionate impacts on groups</p> <hr/> <p>No disproportionate impacts identified related to protected characteristics</p> <p>There will be a proportionate reduction in funding available to community groups to take forward health projects and reduced funding to community development providers (mainly overhead costs). The funding criteria are linked to targeting excluded and marginalised groups (intergenerational projects, older people, geographical areas, people who are on a reduced budget, mental health and healthy ageing).</p>	
6. Assess level of impact (1= low/minimal 5 = high/significant)	2	
7. Key actions to reduce negative impacts	<p>What actions are planned to reduce/avoid negative impacts and increase positive impacts?</p> <hr/> <ul style="list-style-type: none"> • Discussion with the providers around potential impacts will be undertaken. • Collaboration with colleagues in Communities, Equalities and Third Sector Team to mitigate impacts • Review the criteria and targeted areas 	

8. Full EIA	Not needed
9. Monitoring and Evaluation	<p>How will you monitor the impact of this proposal and the success of your mitigating actions on these groups over the coming year (or more)?</p> <hr/> <ul style="list-style-type: none"> • PH presence on the Communities, Equalities and Third Sector Commissioning Prospectus, to influence its delivery of health activities and achieving outcomes. • Ongoing contract reviews for the HNF and CHF
10. Cumulative impacts	<p>Might related proposals from other service areas (or other changes) worsen or mitigate impacts from your proposal? Please explain these impacts.</p> <hr/> <p>Potential impact on the CETS funded commissioned Community Development (CD) provision, as HNF and CHF support the CD work both in terms of encouraging engagement and activity. The funding also includes an element of management overhead costs of the provider organisations.</p>

Budget Screening Equality Impact Assessment Template 2016/17 – Service-Users

1. Service Area	Public Health Miscellaneous - Cancer health promotion	2. Proposal No. 31
3. Head of Service	Nicola Rosenberg	
4. Budget Proposal	<p>What is the proposal? Use the savings proposal wording and more detail if needed</p> <hr/> <p>Public Health Miscellaneous: Cancer Health Promotion</p> <p>The commissioned cancer health promotion programme is being redesigned and re-procured for start date April 2016. We are putting together a business case to request joint funding from the CCG of £50,000 thereby reducing Public Health budget by £50,000 per year.</p> <p>Brighton and Hove has a significantly worse under 75 mortality rate from cancer than the England average and is poorly performing in all 3 cancer screening programmes. Cancer is the main cause of death within the city both for all age mortality and under 75 years (premature) mortality.</p>	
5. Summary of impacts	<p>Highlight the most significant disproportionate impacts on groups</p> <hr/> <p>Disproportionate impacts identified related to the following characteristics: Gender (men)</p> <p>The cancer health promotion contract targets groups vulnerable to cancer and with low awareness of the signs and symptoms of cancer, including those living in deprived areas. If joint funding is secured through the CCG there will be no cut to the budget and therefore it will be possible to maintain the same level of service.</p> <p>Men are particularly less likely to attend screening and have lower awareness of signs and symptoms</p>	
6. Assess level of impact (1= low/minimal 5 = high/significant)	2: If funding is <u>not</u> secured from the CCG.	
7. Key actions to reduce negative impacts	What actions are planned to reduce/avoid negative impacts and increase positive impacts?	

	<p>Impacts identified on the following groups: Age (50-70), Disabled People, Ethnicity, Gender (men), Gender Reassignment, Religion/Belief, Sexual orientation</p> <p>There will be less activities available to increase awareness.</p> <ul style="list-style-type: none"> • Requesting joint funding through the CCG • Redesign of the service, to be more efficient and more targeted, responding to recent research in the city on cancer awareness and barriers to uptake of screening services.
<p>8. Full EIA?</p>	<p>To be published by end of April 2016</p>
<p>9. Monitoring and Evaluation</p>	<p>How will you monitor the impact of this proposal and the success of your mitigating actions on these groups over the coming year (or more)?</p> <hr/> <p>Improved monitoring through the new service and data collection and analysis regarding which groups are being reached.</p>
<p>10. Cumulative impacts</p>	<p>Might related proposals from other service areas (or other changes) worsen or mitigate impacts from your proposal? Please explain these impacts.</p> <hr/> <p>The Public Health directorate and the CCG are joining up all the services they commission in GP practices (these are called Locally Commissioned Services - LCS). The new contract provides a significant opportunity for more joined up service delivery of cancer health promotion efforts with practices. For the first time there will be a cancer LCS that complements the cancer health promotion work delivered through the public health commissioned contract.</p>

Budget Screening Equality Impact Assessment Template 2016/17 – Service-Users

1. Service Area	Public Health – Carers East Brighton & Specialist Counselling	2. Proposal No. 32
3. Head of Service	Dr Peter Wilkinson	
4. Budget Proposal	<p>What is the proposal?</p> <hr/> <p>Miscellaneous Public Health: Carers East Brighton</p> <p>Contract has come to the end of its funding period. Not being recommissioned. Saving of £44,000 pa</p>	
5. Summary of impacts	<p>Highlight the most significant disproportionate impacts on groups</p> <hr/> <p>No disproportionate impacts identified related to protected characteristics</p> <p>There should be no impact on carers as this has been part of the wider Carers Strategy and Commissioning Review. The counselling element will be taken up by the Wellbeing Service and the Carers support work in East Brighton will be absorbed within the wider Carers commission.</p>	
6. Assess level of impact (1= low/minimal 5 = high/significant)	1	
7. Key actions to reduce negative impacts	<p>What actions are planned to reduce/avoid negative impacts and increase positive impacts?</p> <hr/> <p>Counselling will be undertaken by the Wellbeing Service and efforts will be made to ensure that the Wellbeing service is aware of the needs of carers and that carers access the service. The support for Carers in East Brighton will be covered jointly by the Adult Social Care Carers Support team and the new Carers services commissioned as part of the Carers Commission from 2017.</p>	
8. Full EIA?	Not needed	

9. Monitoring and Evaluation	<p>How will you monitor the impact of this proposal and the success of your mitigating actions on these groups over the coming year (or more)?</p> <hr/> <p>Public Health will continue to be represented on the Carers Strategy Group. Public Health will work with the Wellbeing Service to ensure carers can access the service.</p>
10. Cumulative impacts	<p>Might related proposals from other service areas (or other changes) worsen or mitigate impacts from your proposal? Please explain these impacts.</p> <hr/> <p>None</p>

Budget Screening Equality Impact Assessment Template 2016/17 – Service-Users

1. Service Area	Public Health – Standing Tall: Falls prevention	2. Proposal No. 33
3. Head of Service	Dr Peter Wilkinson	
4. Budget Proposal	What is the proposal?	
	Public Health Miscellaneous: Falls prevention To cease funding the Standing Tall programme, a ‘follow on’ exercise programme.	
5. Summary of impacts	Highlight the most significant disproportionate impacts on groups	
	Limited disproportionate impacts identified The Standing Tall programme has provided a structured exercise programme for people aged 60 years and over who have suffered a fall and are referred by the NHS Falls Service. The service offers a 12 week follow-on structured exercise programme that increases physical activity levels, improves muscle strength, balance and flexibility and links service users with other healthy living and sport/physical activity initiatives across Brighton & Hove.	
	The overall aim is to develop a falls prevention service which includes increased access to community based provision of evidence based exercise programmes to prevent or delay people’s first or second fall. There will be an impact on these people (approximately 30 -40 people per year). Since 2014 there has been an increase in support for older people in the city in terms of activity and interest groups, including community exercise groups. Between April – Sept 2015, public health has conducted a falls prevention needs assessment, the draft action plan is out for review, due to be finalised end Jan 2016. This will improve the way that falls are addressed in the city, taking a whole system approach. The Clinical Commissioning Group has been involved in, and supports this approach.	
6. Assess level of impact (1= low/minimal 5 = high/significant)	2 - 3	

<p>7. Key actions to reduce negative impacts</p>	<p>What actions are planned to reduce/avoid negative impacts and increase positive impacts?</p> <hr/> <ul style="list-style-type: none"> • The learning from the contract will be taken into account (along with the needs assessment findings) in a new range of projects/initiatives being planned around falls prevention. • There will be discussions with the provider in Jan 2016 to ensure smooth run down to contract end, including referral of participants to other services • There are a range of actions (with named leads and timeframes) in the falls needs assessment action plan designed to improve the city's approach to falls prevention. These include raising awareness of falls and falls prevention through public campaigns and simple clear messages; improving referral pathways for people who are vulnerable to falls but have not yet fallen; skills development on falls prevention for community based providers of evidence based exercise classes (Tai Chi, pilates, yoga). Some of these can be included within current resources, others will need additional funding. • Falls prevention is likely to be a key outcome in the Better Care Framework from April 2016 (public and provider consultation on the outcomes to take place in February and March 2016). A paper is being written for submission to the Better Care Board in April which will include proposals for a new range of projects/initiatives around falls prevention.
<p>8. Full EIA?</p>	<p>Full equality impact assessment completed in January 2016 informed this EIA.</p>
<p>9. Monitoring and Evaluation</p>	<p>How will you monitor the impact of this proposal and the success of your mitigating actions on these groups over the coming year (or more)?</p> <hr/> <p>Monitoring increase in primary prevention of falls, with better and increased access to community based physical activity which improves resilience to falling</p>
<p>10. Cumulative impacts</p>	<p>Might related proposals from other service areas (or other changes) worsen or mitigate impacts from your proposal? Please explain these impacts.</p> <hr/> <p>None</p>

Budget Screening Equality Impact Assessment Template 2016/17 – Service-Users

1. Service Area	Public Health - public mental health	2. Proposal No. 34
3. Head of Service	Dr Peter Wilkinson	
4. Budget Proposal	<p>What is the proposal?</p> <hr/> <p>Public Health Miscellaneous: mental health training budget</p> <p>A reduction in the training budget by £5000 (from £40,000 to £35,000).</p>	
5. Summary of impacts	<p>Highlight the most significant disproportionate impacts on groups</p> <hr/> <p>No disproportionate impacts identified related to protected characteristics</p> <p>The reduction in training will not affect courses on suicide and self-harm prevention, but will reduce the number of courses available on emotional wellbeing and mental health awareness and consequently the number of trained frontline staff. These courses are for frontline community and voluntary staff (approx. 140 people/year) working with higher risk groups, including some relating to protected characteristics.</p>	
6. Assess level of impact (1= low/minimal 5 = high/significant)	1	
7. Key actions to reduce negative impacts	<p>What actions are planned to reduce/avoid negative impacts and increase positive impacts?</p> <hr/> <ul style="list-style-type: none"> • Trainees complete the Council equalities monitoring form and also complete information about the groups with which they work. • Contract monitoring will include review of any imbalance in the groups worked with, and action to address this. • Action will be taken to promote the courses to maximise attendance. • Opportunities for on-line training will be considered 	

8. Full EIA?	Not needed
9. Monitoring and Evaluation	<p>How will you monitor the impact of this proposal and the success of your mitigating actions on these groups over the coming year (or more)?</p> <hr/> <p>As above</p>
10. Cumulative impacts	<p>Might related proposals from other service areas (or other changes) worsen or mitigate impacts from your proposal? Please explain these impacts.</p> <hr/> <p>None</p>

Budget Screening Equality Impact Assessment Template 2016/17 – Service-Users

1. Service Area	Public Health - Regulatory Services	2. Proposal No. 35
3. Head of Service	Tim Nichols	
4. Budget Proposal	<p>What is the proposal? Use the savings proposal wording and more detail if needed</p> <hr/> <p>Environmental Health and Licensing: Animal Welfare and Pest Control - £95,000</p> <ul style="list-style-type: none"> • Outsource dog kennelling and outsource animal welfare • Commercialise wildlife management service • Consider stopping a service or offering a skeleton service 	
5. Summary of impacts	<p>Highlight the most significant disproportionate impacts on groups</p> <hr/> <p>No disproportionate impacts identified related to protected characteristics</p> <p>Regulatory services are less used by more privileged/financially secure. The charging regime that may put off those on limited income who may instead tolerate living with rodents and insect pests.</p>	
6. Assess level of impact (1= low/minimal 5 = high/significant)	1	
7. Key actions to reduce negative impacts	<p>What actions are planned to reduce/avoid negative impacts and increase positive impacts?</p> <hr/> <p>We will consider introduce a manageable way of offering concessionary rates in 2016-17.</p>	
8. Full EIA?	Not needed	

9. Monitoring and Evaluation	How will you monitor the impact of this proposal and the success of your mitigating actions on these groups over the coming year (or more)? ----- Income and requests for service
10. Cumulative impacts	Might related proposals from other service areas (or other changes) worsen or mitigate impacts from your proposal? Please explain these impacts. ----- None

Budget Screening Equality Impact Assessment Template 2016/17 – Service-Users

1. Service Area	Public Health - Community Safety: Crime & Disorder Partnership Management	2. Proposal No. 36
3. Head of Service	Peter Castleton	
4. Budget Proposal	<p>What is the proposal? Use the savings proposal wording and more detail if needed</p> <hr/> <p>Community Safety: Crime & Disorder Partnership Management</p> <p>Reduction in core community safety services that support wider community safety work saving £62,000</p>	
5. Summary of impacts	<p>Highlight the most significant disproportionate impacts on groups</p> <hr/> <p>Disproportionate impacts identified related to the following characteristics: Disabled People, Ethnicity/Race, Gender, Gender Reassignment, Religion & Belief, Sexual orientation</p> <p>Support to deliver resolution to hate incidents relating to disability, ethnicity, religion and belief, gender, trans status and sexual orientation and cases of domestic and sexual violence is reduced meaning front line workers have to spend more time on back office functions resulting in reduced capacity for front line work.</p>	
6. Assess level of impact (1= low/minimal 5 = high/significant)	4	
7. Key actions to reduce negative impacts	<p>What actions are planned to reduce/avoid negative impacts and increase positive impacts?</p> <hr/> <p>Increased community collaboration and co-operation to help bridge the gap created by reducing public sector resource. Work is in train to engage with communities affected to help them be more self-sustaining and to enable communities to provide more direct support to victims. Some communities are closer to being self-sustaining than others. For example the LGBT Community Safety Forum is now entirely self-sufficient, the Racial Harassment Forum by contrast still receives considerable support from the council.</p>	

8. Full EIA?	Planned in May 2016
9. Monitoring and Evaluation	<p>How will you monitor the impact of this proposal and the success of your mitigating actions on these groups over the coming year (or more)?</p> <hr/> <p>Through EIA, performance reports relating to relevant areas and subjective assessment of trust and confidence and community tension</p>
10. Cumulative impacts	<p>Might related proposals from other service areas (or other changes) worsen or mitigate impacts from your proposal? Please explain these impacts.</p> <hr/> <p>Diminishing resources in Children's Services, Adult Social Care and Housing will have a further negative impact. A good deal of community safety work is related to prevention. This ensures that there are fewer victims and also reduces demand for services that support victims or who have to take action to safeguard victims or bring prosecutions as a result of crime and disorder.</p>

Budget Screening Equality Impact Assessment Template 2016/17 – Service-Users

1. Service Area	Public Health - Community Safety: Casework Team	2. Proposal No. 37
3. Head of Service	Peter Castleton	
4. Budget Proposal	What is the proposal? Use the savings proposal wording and more detail if needed	
	<p>Community Safety – Casework Team</p> <p>Reduction in Community Safety Casework Team capacity by one post from 6 to 5 posts: £36,000</p>	
5. Summary of impacts	Highlight the most significant disproportionate impacts on groups	
	<p>Disproportionate impacts identified related to the following characteristics: Disabled people, Ethnicity/Race, Gender Reassignment, Religion or Belief, Sexual orientation</p> <p>Support to deliver direct interventions to reduce risk and harm and bring resolution to hate incident cases is reduced by 20%.</p> <p>The team deal with a broad range of cases and prioritise cases where the most risk and harm is evident.</p> <p>The Community Safety Casework Team provides direct support to victims and perpetrators of disability hate, racist, religiously motivated, transphobic and homophobic incidents. A reduction in capacity means thresholds are raised and fewer cases will be addressed</p>	
6. Assess level of impact (1= low/minimal 5 = high/significant)	4	
7. Key actions to reduce negative impacts	What actions are planned to reduce/avoid negative impacts and increase positive impacts?	
	<p>Increased community collaboration and communication to manage expectations regarding service levels. Work is in train to engage with communities effected to help them be more self-sustaining and to enable communities to provide more direct support to victims.</p>	

8. Full EIA?	Planned May 2016
9. Monitoring and Evaluation	<p>How will you monitor the impact of this proposal and the success of your mitigating actions on these groups over the coming year (or more)?</p> <hr/> <p>Through EIA, performance reports relating to relevant areas and subjective assessment of trust and confidence and community tension</p>
10. Cumulative impacts	<p>Might related proposals from other service areas (or other changes) worsen or mitigate impacts from your proposal? Please explain these impacts.</p> <hr/> <p>Diminishing resources in the police, Children's Services, ASC and Housing will have a further negative impact. These partners have varying levels of responsibility for managing hate incidents and are likely to be reducing services.</p>

Budget Screening Equality Impact Assessment Template 2016/17 – Service-Users

1. Service Area	Public Health - Community Safety: Neighbourhood Liaison	2. Proposal No. 38
3. Head of Service	Peter Castleton	
4. Budget Proposal	<p>What is the proposal? Use the savings proposal wording and more detail if needed</p> <hr/> <p>Community Safety: Neighbourhood Liaison</p> <p>Reduction in Community Safety Neighbourhood Liaison Service - £30,000. Posts work directly with communities impacted upon by substance misuse</p>	
5. Summary of impacts	<p>Highlight the most significant disproportionate impacts on groups</p> <hr/> <p>No disproportionate impacts identified related to protected characteristics</p> <p>Support to deliver direct support to communities impacted upon by substance misuse is reduced by 66%. Communities most impacted upon generally are in neighbourhoods with higher levels of deprivation.</p>	
6. Assess level of impact (1= low/minimal 5 = high/significant)	2	
7. Key actions to reduce negative impacts	<p>What actions are planned to reduce/avoid negative impacts and increase positive impacts?</p> <hr/> <p>Increased community collaboration and communication to manage expectations regarding service levels. Work is in train to engage with communities affected to help them be more self-sustaining</p>	
8. Full EIA?	Not needed	
9. Monitoring and Evaluation	<p>How will you monitor the impact of this proposal and the success of your mitigating actions on these groups over the coming year (or more)?</p> <hr/>	

	Drugs litter reporting will be monitored. Misuse of Drugs Act prosecutions to be monitored
10. Cumulative impacts	Might related proposals from other service areas (or other changes) worsen or mitigate impacts from your proposal? Please explain these impacts. None

Finance & Resources and Law

Budget Screening Equality Impact Assessment Template 2016/17 – Service-Users

1. Service Area	Finance & Resources - Life Events: Bereavement Services	2. Proposal No. 39
3. Head of Service	Paul Holloway	
4. Budget Proposal	What is the proposal? Use the savings proposal wording and more detail if needed -----	
	Life Events: Crematorium (fees and charges) - £50,000 Introduction of new income streams and a review of existing fees and charges	
5. Summary of impacts	Highlight the most significant disproportionate impacts on groups -----	
	No disproportionate impacts identified related to protected characteristics Increase in Bereavement Services fees and charges to correctly reflect costs of provision and ensure realistic fees are charged. Whilst there are proposed increases across the board, protection still remains around services for children up to 16 years of age, and low cost services remain available to simply cover costs of service provision.	
6. Assess level of impact (1= low/minimal 5 = high/significant)	1	
7. Key actions to reduce negative impacts	What actions are planned to reduce/avoid negative impacts and increase positive impacts? -----	
	Benchmarking with other local authorities and competitors will take place to ensure we remain competitive. Monitor numbers of cremations and burials and other services through regular reviews during year. Meet regularly with multi-faith groups to ensure service accessibility.	

8. Full EIA?	September 2016
9. Monitoring and Evaluation	<p>How will you monitor the impact of this proposal and the success of your mitigating actions on these groups over the coming year (or more)?</p> <p>-----</p> <p>Service provision is monitored regularly in terms of numbers of services used by customers, both in terms of cremations and burials provided. Income targets are monitored monthly, to correspond with provision of service. Continual engagement with Funeral Directors (main customer) and bereaved customers will quickly identify impacts of cremations, burials, including demand for times of cremation and burial services, and also other products available, such as memorialisation.</p>
10. Cumulative impacts	<p>Might related proposals from other service areas (or other changes) worsen or mitigate impacts from your proposal? Please explain these impacts.</p> <p>-----</p> <p>None</p>

Budget Screening Equality Impact Assessment Template 2016/17 – Service-Users

1. Service Area	Finance & Resources - Life Events: Registration Services	2. Proposal No. 40
3. Head of Service	Paul Holloway	
4. Budget Proposal	<p>What is the proposal? Use the savings proposal wording and more detail if needed</p> <hr/> <p>Life Events: Registrars (fees and charges) - £5,000</p> <p>Introduction of new income streams and a review of existing fees and charges</p>	
5. Summary of impacts	<p>Highlight the most significant disproportionate impacts on groups</p> <hr/> <p>No disproportionate impact identified related to protected characteristics</p> <p>Increase in Registration Services fees and charges to correctly reflect costs of provision and ensure realistic fees are charged.</p> <p>Whilst there are proposed increases across the board, lower cost statutory services remain an option for customers.</p>	
6. Assess level of impact (1= low/minimal 5 = high/significant)	1	
7. Key actions to reduce negative impacts	<p>What actions are planned to reduce/avoid negative impacts and increase positive impacts?</p> <hr/> <p>Benchmarking with other local authorities and competitors will take place to ensure we remain competitive</p>	

8. Full EIA?	We will aim for April 2016
9. Monitoring and Evaluation	<p>How will you monitor the impact of this proposal and the success of your mitigating actions on these groups over the coming year (or more)?</p> <p>-----</p> <p>Service provision is monitored regularly in terms of numbers of services used by customers. Income targets are monitored monthly, to correspond with provision of service. Continual engagement with customers will quickly identify impacts of fee changes, including demand for times and locations of ceremonies, as well as numbers of statutory services provided in Registry Office, for statutory fee.</p>
10. Cumulative impacts	<p>Might related proposals from other service areas (or other changes) worsen or mitigate impacts from your proposal? Please explain these impacts.</p> <p>-----</p> <p>Continue to provide high quality registration services, fulfilling statutory obligations, and introducing new products and services in the non-statutory area of the service to maximise income generation</p>

Budget Screening Equality Impact Assessment Template 2016/17 – Service-Users

1. Service Area	Finance & Resources – Revenues & Benefits	2. Proposal No. 41
3. Head of Service	Graham Bourne	
4. Budget Proposal	<p>What is the proposal? Use the savings proposal wording and more detail if needed</p> <hr/> <p>Revenues & Benefits – benefits administration (administration of HB and CTR awards –staffing reduction) - £163,000</p> <ul style="list-style-type: none"> • For 2016/17 the proposals are for a reduction of 6 posts and a reduction of £10k in the overtime budget used to mitigate workload peaks. The Benefits function is statutory but the combination of a reducing caseload and efficiencies give the opportunity for savings to be made. • The service continues to review its processes to maximise its use of resources. The reduction in workload, and the nature of the workload being transferred to the DWP as part of the introduction of Universal Credit provides opportunity to reduce cost while maintaining service standards. The full proposals are for the deletion of a total of 30.5 posts over the 4 year period with the most significant number being in 18/19 by which time Universal Credit should be significantly established. 	
5. Summary of impacts	<p>Highlight the most significant disproportionate impacts on groups</p> <hr/> <p>No disproportionate impacts identified related to protected characteristics</p> <p>Any reduction in Benefit Administration capacity has the potential to impact on the speed and quality of the service and therefore must be delivered with improved efficiency in place. The Benefit customer base naturally encompasses those on low incomes and a high proportion of vulnerable customers. This specific change may reduce the overall availability of the service but not to the relative disadvantage of any group or characteristic in comparison to another.</p>	
6. Assess level of impact (1= low/minimal 5 = high/significant)	2	

7. Key actions to reduce negative impacts	<p>What actions are planned to reduce/avoid negative impacts and increase positive impacts?</p> <hr/> <ul style="list-style-type: none"> • As with any change in the benefits service there has been careful consideration in the proposals to the impact on service capacity. Not only are there customer implications in under resourcing the service or not having resilience to deal with increases in demand, but significant financial repercussions that could be counter-productive to the saving intent and impact on other council services. • The service has a continual programme that focuses on the rationalisation of existing resources to maximise the value of first contact with the customer and minimise double handling, error and cost. This work encompasses the intelligent use of technology in terms of automated communication with other benefit agencies and online claiming. • In 2015/16 the service has applied new workflows and is currently operating on a staff budget underspend that, while not at the magnitude required to deliver the full saving, bodes well for a successful delivery of the proposal next year. • There is an unknown factor in terms of the potential impact on customer demand of future welfare reform proposals. This position is being monitored and any emerging pressures will be reported.
8. Full EIA?	<p>Not needed</p>
9. Monitoring and Evaluation	<p>How will you monitor the impact of this proposal and the success of your mitigating actions on these groups over the coming year (or more)?</p> <hr/> <p>The performance of the team is monitored through key financial and performance indicators. The resource costs of the service are monitored through TBM. The broader welfare reform impacts are monitored by the services Welfare Reform project team.</p>
10. Cumulative impacts	<p>Might related proposals from other service areas (or other changes) worsen or mitigate impacts from your proposal? Please explain these impacts.</p> <hr/>

The delay to the introduction of Universal Credit means that the service has had to delay its preparatory plans which has made resource management difficult. The proposed changes to the Council's Council Tax Reduction scheme may increase demand on the service at the same time as these proposals are being introduced.

A similar peak in demand may occur when Universal Credit does pick up pace (probably April 2017 onwards). The transfer to Universal Credit will provide an opportunity to move customers onto a new model that would be more effective in supporting customers to access and sustain work to improve their income and social inclusion.

The delay in introducing the operational structure around Universal Credit and any further welfare reform changes may place additional administrative burden on the Council in the interim. This may manifest in extra demand on the Council's discretionary funds, a significant proportion of which are administered by the Revenues and Benefits Service. It is against this backdrop that the service will make the budget savings.

Budget Screening Equality Impact Assessment Template 2016/17 – Service-Users

1. Service Area	Finance & Resources – Revenues & Benefits	2. Proposal No. 42
3. Head of Service	Graham Bourne	
4. Budget Proposal	<p>What is the proposal? Use the savings proposal wording and more detail if needed</p> <hr/> <p>Revenues & Benefits: discretionary Awards (Council Tax Base – CTR scheme) The central government grant for the Local Council Tax Reduction Scheme is reducing year on year and placing financial pressure on the Council. It is proposed to introduce a revised local scheme to reduce some of this pressure and offset the expected extra expenditure that will fall onto the scheme when Government welfare reforms kick in from 2016. These proposals only affect working age recipients of Council Tax Reduction. Those of pensionable age are not affected. This proposal will produce a net saving of £540,000 for 16/17.</p> <p>As a separate proposal but impacting the same group there is a proposal to reduce the permanent element of the discretionary set aside to support the local Council Tax Reduction Scheme to proportionate levels. (Reduced from £150,000 to £100,000 for 16/17)</p>	
5. Summary of impacts	<p>Highlight the most significant disproportionate impacts on groups</p> <hr/> <p>Disproportionate impacts identified related to the following characteristics: Age (working age), Disability, Gender, Gender Reassignment, Child poverty</p> <p>The impact will be on low income groups many of whom will also be affected by government welfare changes in 2015/2016. Some groups such as Transgender and Disabled people should be recognised as having a higher proportion of benefit dependency.</p> <p>The proposal was subject to full consultation process in October 2015. A full EIA will be delivered at the end of this consultation process (draft attached)</p> <p>The discretionary fund spend for 15/16 is projected to be £120,000 and the proposal for 16/17 is that the budget</p>	

	be limited to £100,000.
6. Assess level of impact (1= low/minimal 5 = high/significant)	3 - The proposal is subject to a full equality impact assessment as part of the consultation process
7. Key actions to reduce negative impacts	<p>What actions are planned to reduce/avoid negative impacts and increase positive impacts?</p> <hr/> <p>The council has a discretionary fund set aside to assist those in hardship or vulnerability. For the people affected by these changes this would mean they would have to pay a higher amount of Council Tax than they do now. Since the introduction of CTR the Revenues and Benefits team have run a specific debt prevention team which is designed to work with people before they accrue arrears in order to prevent further costs. The team also administers a discretionary fund which can provide a short term increase in the amount of CTR a person receives to help them through a particularly difficult time. Additionally the council has set up and funded MoneyWorks to help residents save money, make money and manage their money better. The services are for anyone who is struggling to make ends meet and incorporates community and voluntary services throughout the city.</p> <p>While the council has a discretionary fund set aside to assist those in hardship or vulnerability this is subject to a reduction in the permanent amount available. This can be managed by the more stringent application of qualifying criteria and length of awards, in keeping with similar controls being applied to Discretionary Housing Payments to make the fund stretch further and be more cost effective. There is a pressure valve for these discretions in that welfare reform funds can be diverted to supplement these budgets. However this decision is only likely to be made if there was an identified strategic priority in doing so.</p>
8. Full EIA?	Planned for completion after the consultation ends on 20 Oct 15
9. Monitoring and Evaluation	<p>How will you monitor the impact of this proposal and the success of your mitigating actions on these groups over the coming year (or more)?</p> <hr/> <p>The Welfare Reform project team will monitor this and other changes in welfare provision</p>

10. Cumulative impacts	<p>Might related proposals from other service areas (or other changes) worsen or mitigate impacts from your proposal? Please explain these impacts.</p> <hr/> <p>Low income families and individuals will be impacted by government proposals for welfare reform (if they are enacted) which may reduce their income. As mitigation other government proposals may improve access to sustainable or more higher paid work, and further proposals may part or wholly offset any income loss through adjustments in income tax liability.</p> <p>The local housing market is a significant pressure on those on low incomes and affordability is a significant local issue.</p>
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Budget Screening Equality Impact Assessment Template 2016/17 – Service-Users

1. Service Area	Finance & Resources - Property & Design	2. Proposal No. 43
3. Head of Service	Angela Dymott	
4. Budget Proposal	<p>What is the proposal?</p> <hr/> <p>Workstyles: Workstyles Programme Management</p> <p>Savings proposed of £330,000 for 2016-17 against a current net budget of £3,972,000 – a reduction of 18%. The key saving opportunities on this budget include:</p> <ol style="list-style-type: none"> 1. Completion of phase 3 of our Workstyles Modernisation programme. 2. Modernisation of the council’s internal postal service through the introduction of e-post services. Cancellation of the out-sourced ‘The Bikes the Business’ courier services contract. 3. Introduction of a concierge service to amalgamate the reception and security staff roles at main civic offices. 4. Re-tendering of our corporate waste and recycling contract to benefit further from economies of scale. 5. Reducing the reactive maintenance budget to ensure that only priority repairs to address health & safety issues and avoiding further deterioration in our buildings are undertaken. Reduction in our term maintenance budgets (testing & servicing of electrical/mechanical assets and water hygiene) through re-procurement and contract management. Reduction in our planned maintenance budgets by prioritising expenditure as set out in our Building Maintenance Strategy. 6. An increase in fee income for our traded services including building surveying, architectural & energy & water management services through increased commissions and an extension of the services offered. 7. Increased rental income from our commercial property portfolios. 	
5. Summary of impacts	Highlight the most significant disproportionate impacts on groups	

	<p>No disproportionate impact related to protected characteristics identified, except for:</p> <ol style="list-style-type: none"> 1. The ability for staff to work more flexibly in an improved working environment facilitated by the Workstyles project will impact positively on business service reviews enabling improved productivity in the remaining services and staff in scope together with improved customer interaction through better access arrangements for citizens. EIAs are completed on all Workstyles team moves. 5. The reduction in the planned maintenance budget will have little immediate impact on the five year programme but will add to the required maintenance backlog.
6. Assess level of impact (1= low/minimal 5 = high/significant)	1
7. Key actions to reduce negative impacts	<p>What actions are planned to reduce/avoid negative impacts and increase positive impacts?</p> <hr/> <ol style="list-style-type: none"> 1. Workstyles Phase 3 will improve customer and services access through all channels of communication and will support service delivery changes for staff in scope. 5. The reductions in reactive, term & planned maintenance budgets will be monitored through the asset management process. The impact on the public should be negligible as priority areas as well as health & safety issues will be allocated appropriate maintenance resources. P&D will continue to use the support of the in-house Technical Access Officer to assess planned maintenance proposals and identify and mitigate any potential disproportionate impacts on relevant groups.
8. Full EIA?	<ol style="list-style-type: none"> 1. Over-arching EIA for Workstyles Phase 3 project – Completed. Individual service areas in scope of Workstyles Phase 3 – Planned or in progress 2. to 7. Full EIA not needed
9. Monitoring and Evaluation	<p>How will you monitor the impact of this proposal and the success of your mitigating actions on these groups over the coming year (or more)?</p> <hr/> <p>Monitoring of the Workstyles programme is undertaken by the Workstyles programme management team and the Workstyles Programme Board.</p>
10. Cumulative impacts	<p>Might related proposals from other service areas (or other changes) worsen or mitigate impacts from your proposal? Please explain these impacts.</p> <hr/> <p>None</p>

Budget Staffing Equality Impact Assessments 2015-16 – Staff: identified impacts and actions

Overview

Individual equality impact assessments have been completed at this stage with the known data for all proposals that include a direct staffing impact and potential reduction in posts. The equality duty (in the Equality Act 2010) is an ongoing duty, therefore assessment of equality needs and impacts will continue through the consultation processes and in the implementation of any changes.

For any group over 20 staff affected an analysis of equalities data has taken place. This document identifies where the profile of the potentially affected staff varies from the Directorate and/or council profile. This has informed consideration of mitigating actions to address impacts.

Where there are fewer than 20 staff affected data has not been produced to protect the confidential sensitive equalities information provided by staff. EIAs have been completed in these instances with regard to known information about the staff group and proposals made.

The outcome of EIAs will guide the consultation process and inform the implementation of changes.

- Overall the groups affected by budget proposals are broadly in line with the make up of the Council's workforce in terms of age, with over 48% of those at risk between the ages of 45 and 59. There is a slightly higher proportion of staff between 50 and 59 at risk when compared to their representation in the workforce (28% of those affected compared to 22% representation in the workforce).
- There is a higher proportion of males who are subject to formal consultation when compared to their profile in the workforce, although some of the areas where it is likely there will be greater job losses in Adults Services and Children's are predominately female workforces.
- The proportion of BME and White Irish staff at risk is marginally lower than representation across the council from these groups, but is higher in relation to White Other staff (7.37% of those affected compared to 5.83% representation in the workforce). Ensuring there are no language barriers in relation to our change processes will be particularly important in some areas.
- The proportion of disabled staff affected by proposals is higher than the Council average (9.14% of those affected compared to 7.82% representation across the workforce) and within the detail of proposals there are some areas where reasonable adjustments through our processes will need to be particularly considered.
- There are marginally fewer LGBT staff affected when compared to the make up of the workforce (11.07% of those affected by proposals compared to 12.11% representation in the workforce).

In addition to the specific mitigations identified in each service area the Council has guidance, procedures and approaches for managing change that are designed to ensure change is managed fairly and groups with protected characteristics are not negatively impacted:

- Involve staff in discussions about service redesign and follow the principles and governance arrangements in the [service redesign toolkit](#).
- When developing any further detailed proposals take account of the staffing equalities data to inform decision making and/or continue assessing staff equality impacts.
- Ensure the council's relevant policies and procedures are equitably and appropriately applied (management of change protocol,

redeployment, job evaluation processes etc.) to ensure that no adverse impact is created for employees related to their protected characteristics.

- Review vacant posts, use of agency employees etc to minimise the impact on current substantive post holders.
- Where proposals may result in a reduction of posts consider the offer of voluntary severance (subject to robust business case) to mitigate the impact of potential compulsory redundancy processes.
- Where a reduction in posts will mean compulsory redundancy ensure that selection processes are clear and free from bias, and that processes take into account any individual needs.
- Ensure processes and criteria related to selection for voluntary redundancy are clear and transparent and use the compensation panel appropriately.
- Ensure managers involved in selection have completed corporate recruitment and selection training and are signposted to the Equality & Diversity e-learning module.
- Ensure that managers delivering service changes are appropriately supported and advised by HR in relation to all employee equalities issues.
- Ensure all employees are offered one to one meetings to discuss their circumstances and any concerns they may have, and are offered interview skills and CV writing training, including signposting to the HAYS career transition portal.
- Attach the summary EIA to each consultation document, and continue to assess equality impacts through the consultation process.

EIA No.	EIA Proposal	
S1	<p>Adult Provider Services, Day Services, Tower House – Public consultation is currently taking place regarding future service provision at Tower House. One potential outcome is that current service provision ceases and that employee consultation on closure will follow. If this happens changes to service will be managed via redeployment, voluntary severance and competitive redundancy processes if required.</p> <p>14 employees are currently employed in the affected service area (x12 @Sc6 or below, x2@SO1/2</p>	
Groups potentially impacted	Impacts identified	Specific Mitigating Actions (in addition to the generic actions identified above)

<p>The service employs a lower proportion of male employees and the proposals may further impact this group.</p> <p>Across Adult Services generally there is a higher proportion of disabled staff than employed across the Council.</p>	<p>There are no detailed plans for potential changes at this stage. Since there are less than 20 employees impacted full equalities data was not run for this group of employees. The analysis is based on already known data (age, sex etc).</p>	<p>In addition to the generic actions described above:</p> <ul style="list-style-type: none"> • Offer all employees job application and interview support. • Consider the need appropriate support to re-skill employees in new working methods, or understanding of new models of delivery for the service. • Ensure that all appropriate reasonable adjustments are made for disabled employees. • Consider positive action including skills interview training and internal coaching as well as signposting to the Disabled Workers' and Carers' Network.
EIA No.	EIA Proposal	
<p>S2</p>	<p>Adults Provider Services, Learning Disability Accommodation Services (LDAS) - Public consultation is currently taking place regarding future service provision.</p> <p>Focus is on providing homes for people with complex needs, and supporting people to move on to more independent living. This may include closure of some BHCC LDAS service houses that do not meet the needs of these service users, and commissioning alternative services to meet individual needs. People will continue to receive appropriate accommodation and support to meet their needs.</p> <p>One potential outcome is that current service provision ceases and that employee consultation on closure will follow. If this happens changes to service will be managed via redeployment, voluntary severance and competitive redundancy processes if required.</p> <p>No detailed proposals have been made at the time of writing.</p> <p>Approx. 130 employees are currently employed in this service area (119 employed on Sc6 or below and 11 employed from SO1/2 to M9)</p>	
Groups potentially impacted	Impacts identified	Specific Mitigating Actions (in addition to the generic actions identified above)
<p>In broad terms the proposals have the potential to have a disproportionately negative impact on various groups of employees with</p>	<p>The service has a relatively low representation of disabled workers and therefore this proposal may further erode the relatively low representation of disabled</p>	<p>Positive action to include training on interview skills, coaching and signposting to relevant forums (e.g. BME and LGBT workers forums). Given the proportion of White Other people in lower graded posts attention will need to</p>

<p>protected characteristics re:</p> <ul style="list-style-type: none"> • Disabled employees • Some minority ethnic groups • LGBT employees • Employees with a religion/belief <p>The service employs a lower proportion of male employees and the proposals may further impact this group.</p>	<p>employees in the service area.</p> <p>The service area employs an above average number of employees in all ethnic groups (except for White British) when compared to the council and Adult Directorate and exceeds council targets.</p> <p>The service has a particularly high representation of White Other employees in lower graded posts which make up the vast majority of posts affected. These groups are more likely to experience language barriers.</p> <p>The service area employs a significantly above average number of LGBT employees compared to both the council and Adult Directorate, and therefore the proposals could adversely affect representation accordingly.</p>	<p>be given to the decision on which posts will be affected and the impact this has.</p>
<p>EIA No.</p>	<p>EIA Proposal</p>	
<p>S3</p>	<p>Adult Provider - Merger of two in house Day Service onto a single site due to:</p> <ul style="list-style-type: none"> • Building issues at the Belgrave site • Need to achieve staff efficiencies • Need to achieve building related efficiencies <p>Total proposed reduction of 14.22 FTE (from 42.22 FTE proposed) by 1 April 2016.</p> <p>Service background = Delivering services that focus on individual needs and aspirations. Providing services for those people with the highest needs in-house and working with individuals to provide personalised services in the community. This may include commissioning alternative services to meet statutory assessed needs. Service users will receive a service during the day which meets their individual needs and the assessed needs of their carers. Where this service can be provide in the community these opportunities may be pursued.</p> <p>Staff consultation commenced Nov 2015.</p> <p>Approx. 54 employees are currently employed in this service area (49 employed on Sc6 or below and 5</p>	

	employed on SO1/2 to M9)	
Groups potentially impacted	Impacts identified	Specific Mitigating Actions (in addition to the generic actions identified above)
<p>In broad terms the proposals have the potential to have a disproportionately negative impact on various groups of employees with protected characteristics re:</p> <ul style="list-style-type: none"> • Disabled employees • Some minority ethnic groups • Employees with a religion/belief • LGBT <p>The service employs a lower proportion of male employees and the proposals may further impact this group.</p>	<p>The service area is above the target for disabled employees, and all disabled employees are employed in the lower grade posts which make up the vast majority of the service. Therefore the proposals will potentially disproportionately impact this group, and they are more likely to experience potential barriers to accessing information or opportunities, and potentially suffer from a lack of employer awareness regarding disability.</p> <p>There is above average number of BME employees (although below average White Other). Potentially employees from ethnic minority groups may experience language barriers.</p> <p>The service has a significantly lower proportion of LGBT employees when compared to the council or service average and therefore the proposals may further erode this representation.</p>	<p>Ensure that all appropriate reasonable adjustments are made for disabled employees.</p> <p>Positive action including skills interview training and internal coaching as well as signposting to Disabled Workers' and Carers' Network, and the LGBT and BME Workers Forums.</p> <p>Review communications approach options (plain English etc.) and monitor understanding.</p> <p>Consider and take account of any disability issues in relation to the re-location of employees.</p>
EIA No.	EIA Proposal	

S4

Adults Provider Services, Day Services (Provider Services) Independence at Home

- increased efficiency in flexible reablement services thereby promoting independence.
- respond to reduced funding, (1 million pounds) savings vfm reduce unit costs.
- make the greatest impact on providing direct care: 7am to midday and 5pm to 10pm.
- respond swiftly to changing person centred goals and achievements.
- increase the through put of the service by providing services promptly
- respond to changing demands within the acute hospital services.
- address disproportionate level of direct care hours available during the day
- Respond to Care Act + Better Care drive for health & social care to work in partnership.

Service background = short term reablement home service to support people pending further assessment & move on to mid term services.

Staff consultation commenced Nov 2015.

Approx. 136 employees are currently employed in this service area (117 employed on Sc6 or below and 18 employed on SO1/2 to M9 and I at over M9)

375

Groups potentially impacted	Impacts identified	Specific Mitigating Actions (in addition to the generic actions identified above)
<p>In broad terms the proposals have the potential to have a disproportionately negative impact or erode representation in various groups of employees with protected characteristics re:</p> <ul style="list-style-type: none"> • Older employees • Disabled employees • Some minority ethnic groups • Employees with a religion/belief • LGBT <p>The service employs a lower proportion of male employees and the proposals may further impact this</p>	<p>The service has an older workforce than the Council average. The service area is below the council and directorate average for disabled employees, although all disabled employees in the service are employed in lower graded posts which make up the vast majority of the service. This could mean that those affected may experience barriers to opportunity which is more likely to be experienced by disabled workers.</p> <p>The service employs above average number of BME employees compared to the council and adult directorate, and below average number of White Other employees.</p> <p>The service has a significantly lower than directorate or council average number of</p>	<p>Offer all employees job application and interview support. Consider the need for appropriate support and training to re-skill employees in new working methods. Ensure that all appropriate reasonable adjustments are made for disabled employees. Positive action including skills interview training and internal coaching as well as signposting to Disabled and Carers Network meeting, and the BME and LGBT forums. Review communications approach options (plain English etc.) and monitor understanding. Consider and take account of any disability issues in relation to the re-location of employees.</p>

group.	LGBT employees and therefore representation of this group could be further eroded.	
EIA No.	EIA Proposal	
S5	<p>Adults Assessment Services - The following sub teams in Adult Assessment Services will be impacted: Assessment Services Adults, Hospital Assessment, Integrated Learning Disability Services (AA), SPFT (SECTION 75)</p> <p>Service re-design to deliver Care Act, Better Care and 16/17 budgeted savings. Review of staffing structure and working practices:</p> <ul style="list-style-type: none"> • Reduce number of people going into residential care in line with Better care & focus on getting people back home • Driving forward the personalisation agenda & increased use of direct payments and support services to identify more costs effective solutions to meet eligible needs • Ensure delivery of effective reviews at the appropriate level. • Rigorous review of placements at a social work level. <p>Whole service redesign being undertaken. Retain high risk complex work through retained qualified Social Workers.</p> <p>317 employees are currently employed in the relevant sub teams (99 employed on Sc6 or below and 211 employed SO1/2 to M9 and 7 on M8 and above)</p>	
Groups potentially impacted	Impacts identified	Specific Mitigating Actions (in addition to the generic actions identified above)
<p>In broad terms the proposals have the potential to have a disproportionately negative impact on various groups of employees with protected characteristics re:</p> <ul style="list-style-type: none"> • Disabled employees • Some minority ethnic groups • Employees with a religion/belief system • Sexual orientation <p>The service employs a lower</p>	<p>The council, directorate and service area are all above the disability target. Therefore the proposals may disproportionately impact on the representation of disabled employees in the service, directorate and council. Disabled employees are more likely to experience barriers to accessing information and getting their views heard and suffer from a lack of employer awareness and information regarding disability.</p> <p>Note: almost 16% of employee disability data is not known in the service area. The</p>	<p>Ensure that all appropriate reasonable adjustments are made for disabled employees. Positive action including skills interview training and internal coaching as well as signposting to Disabled and Carers Network Forum, LGBT and BME workers forums. Review communications approach options (plain English etc) and monitor understanding.</p> <p>Consider and take account of any disability issues in relation to the re-location of employees.</p>

<p>proportion of male employees and the proposals may further impact this group.</p>	<p>analysis above is based on declared data only.</p> <p>The service area employs a below average number of BME compared to the council and Directorate and exceeds council targets. Therefore BME representation in the service may be further eroded by the proposals.</p> <p>Note: 10% of employee ethnicity data is not known in the service area. The analysis above is based on declared data only.</p> <p>The Directorate and service are above the council LGBT employee target. Therefore LGBT representation in the service and directorate will be disproportionately impacted by these proposals.</p> <p>LGBT employees groups are more likely to suffer from a lack of employer awareness and information regarding LGBT issues.</p> <p>Note: almost 16% of sexual orientation employee data is not known. The analysis above is based on declared data only.</p>	
EIA No.	EIA Proposal	
<p>S6</p>	<p>Finance and Resources – Finance Services - There is a predicted budget gap for BHCC of £68m over 4 years including a £25m budget gap next year based on 2% council tax increases. The Finance share of this, including Procurement (but not City Services / Revenues & Benefits figures), would be around £1.45m over 4 years including £0.5m in 2016/17. There is a total ongoing saving of £264,617 from Phase 1 of the Finance restructure detailed below (not including Procurement or Revenues & Benefits). Further proposals for Phase 2 of the restructure will be developed early in 2016/17.</p> <p>The proposals for change within Finance are designed to ensure continued support to the different internal and external customers and wherever possible maintain the quality and standard of service, with changes to the model of provision in some areas. This includes: - automated and streamlined processes reducing the need for advice and support; - reprioritisation and reallocation of work;</p>	

	<p>- MSA related savings and changes to reporting lines; - aligning support to organisational structure and combined management; - deletion of vacant posts; and - minimising compulsory redundancy through voluntary severance. There are 7.36 full time equivalent (FTE) posts and 8 members of staff affected within Phase 1.</p>	
Groups potentially impacted	Impacts identified	Specific Mitigating Actions (in addition to the generic actions identified above)
<p>In broad terms the proposal to reduce staffing has the potential to have a disproportionately negative impact on the following protected characteristics:</p> <ul style="list-style-type: none"> • Age • Disability • Ethnicity • Gender • Sexual Orientation • Religion/Belief 	<p>The age profile for the workforce of the Finance Service is the same as the Council, with the highest proportion of employees between 45-54 years of age. Of the 8 staff affected by this proposal, the majority are older than this age range.</p> <p>The council is above the disability target as is Finance and therefore disabled employees may be impacted by the proposals for change as this group is overrepresented in the service area. Disabled employees are more likely to experience barriers to accessing information and getting their views heard and suffer from a lack of employer awareness and information regarding disability.</p> <p>The council and Finance Service are both below the BME and White Other group targets. The White Irish group is overrepresented within the council and Finance Service.</p> <p>The Council and Finance Services are both below the BME, White Other and LGBT group targets and therefore the proposals could further erode representation of these groups.</p>	<p>Offer all employees job application and interview support and highlight training opportunities for apprenticeships for younger staff.</p> <p>Consider the need for appropriate support and training to re-skill employees in new working methods.</p> <p>Ensure that all appropriate reasonable adjustments are made for disabled employees.</p> <p>Positive action including skills interview training and internal coaching as well as signposting to the Disabled Workers' and Carers' Network.</p> <p>Review communications approach options (plain English etc.) and monitor understanding.</p>

EIA No.	EIA Proposal	
S7	<p>Children’s Services, Children’s Centres - Achieve savings of £ 846,000 from total Children’s Centres budget of £2,390,000. This is to be achieved by redesigning the service to continue to offer a reduced universal service to all parents and provide additional support to children and parents in greatest need.</p> <p>There are currently 63.11 Full Time Equivalent (FTE) posts in the service and approximately 75 members of staff affected. The proposed staffing reductions are for two specific posts (Early Years Visitors and Receptionists) totalling approximately 11 FTE across these posts.</p>	
Groups potentially impacted	Impacts identified	Specific Mitigating Actions (in addition to the generic actions identified above)
<p>The proposals mean that staff in the affected posts are at risk of redundancy.</p> <p>In broad terms the proposal to reduce staffing has the potential to have a disproportionately negative impact on the following protected characteristics:</p> <ul style="list-style-type: none"> • Age • Disability • Ethnicity • Gender • Sexual Orientation • Religion/Belief 	<p>The workforce appears to be slightly younger than the children’s services average age.</p> <p>The service area employs proportionately more disabled employees than in the rest of Children’s Services or the Council. Therefore the proposals could disproportionately impact on disabled employee.</p> <p>Disabled employees are more likely to experience barriers to accessing information and getting their views heard, or suffer from a lack of employer awareness and information regarding disability.</p> <p>The service area employs significantly more female employees compared to the council and Children’s Services and significantly exceeds the council target.</p>	<p>Offer all employees job application and interview support and highlight training opportunities for apprenticeships for younger staff.</p> <p>Consider the need for appropriate support and training to re-skill employees in new working methods.</p> <p>Ensure that all appropriate reasonable adjustments are made for disabled employees.</p> <p>Positive action including skills interview training and internal coaching as well as signposting to Disability and Carer’s network meeting.</p> <p>Review communications approach options (plain English etc.) and monitor understanding.</p> <p>Support to part-time staff in identifying opportunities and consideration of other roles as job share roles.</p>
EIA No.	EIA Proposal	
S8	<p>Children’s Services – Youth Service - Achieve savings of £ 400,000 from total Youth Service budget of £1.6 million. This to be achieved by realigning services to focus on those most in need continuing to focus on Targeted Youth Work but no longer providing open access youth work or youth centres. As a</p>	

	result staffing levels to be reduced and remaining roles to be redesigned.	
	There are currently 27.78 Full Time Equivalent (FTE) posts in the service and approximately 40 members of staff affected.	
Groups potentially impacted	Impacts identified	Specific Mitigating Actions (in addition to the generic actions identified above)
<p>The proposals mean that staff in the affected posts are at risk of redundancy</p> <p>In broad terms the proposal to reduce staffing has the potential to have a disproportionately negative impact on the following protected characteristics:</p> <ul style="list-style-type: none"> • Age • Disability • Ethnicity • Gender • Sexual Orientation • Religion/Belief 	<p>The workforce of the service is younger than the Council and Children's Services on average.</p> <p>The service area employs significantly more female employees compared to the council but less than Children's Services and significantly exceeds the council target. Therefore the proposals are most likely to have a disproportionate impact on women employees because they are over represented.</p> <p>The service area employs higher than average number of LGBT employees compared to both the council and Children's Services and therefore these employees may be disproportionately impacted.</p>	<p>Offer all employees job application and interview support and highlight training opportunities for apprenticeships for younger staff.</p> <p>Consider the need for appropriate support and training to re-skill employees in new working methods.</p> <p>Support to part-time female staff in identifying opportunities and consideration of other roles as job share roles.</p> <p>Positive action including skills interview training and internal coaching as well as signposting to LGBT Forum.</p>
EIA No.	EIA Proposal	
S9	<p>Children's Services – Senior Management Structure - Over the next 12 months there will be a review of senior management arrangements across the directorate with a view to reducing the overall cost. The figure of £100,000 reflects costs within the council's General Fund which apply across the directorate budget as a whole rather than a specific post within this cost centre.</p>	
Groups potentially impacted	Impacts identified	Specific Mitigating Actions (in addition to the generic actions identified above)
As not more than 20 employees affected to preserve employee confidentiality, no employee	It is not known at this point precisely which posts might be affected and therefore it is difficult to determine what impact is going to	<p>No specific actions: relevant processes and procedures to be undertaken in an equitable manner.</p> <p>Positive action to include training on interview skills.</p>

<p>equalities data has been gathered or analysed from the council's employee database. Comments below are based on already known information.</p>	<p>be. Male employees are in a minority in the council and below target (significantly more so in Children's Services). Therefore male representation in the service area and council may be further eroded by the proposals. However, as females are over represented, they could also be disproportionately impacted.</p>	
<p>EIA No.</p>	<p>EIA Proposal</p>	
<p>S10</p>	<p>Children's Services – Children's Disability Social Work Team - Reduction in management capacity within the social work/early help /residential service - to be reviewed in line with mainstream social work. This will also encompass management capacity across the adult /child transition service. Saving of £50,000 from net budget of £1,022,000.</p>	
<p>Groups potentially impacted</p>	<p>Impacts identified</p>	<p>Specific Mitigating Actions (in addition to the generic actions identified above)</p>
<p>Note: As not more than 20 employees affected to preserve employee confidentiality, no employee equalities data has been gathered or analysed from the council's employee database. Comments below are based on already known information.</p>	<p>It is not known at this point precisely which posts might be affected and therefore it is difficult to determine what impact is going to be. Male employees are in a minority in the council and below target (significantly more so in Children's Services). Therefore male representation in the service area and council may be further eroded by the proposals. However, as females are over represented, they could also be disproportionately impacted.</p>	<p>No specific actions: relevant processes and procedures to be undertaken in an equitable manner. Positive action to include training on interview skills</p>
<p>EIA No.</p>	<p>EIA Proposal</p>	

S11	<p>City Early Years and Childcare Team - The Council's budget proposals for 2016/17 include a proposal to reduce funding for Early Years and Childcare budget by £41,000. In addition there will be £42,000 less funding from the Dedicated Schools Grant because of the end of the trajectory funding for childcare places for two year olds. The total proposed reduction is £83,000.</p> <p>The budget proposals (subject to consultation) are to reduce funding for childcare qualification bursaries, increase income for training courses, reduce support for childminding and reduce administration costs. Staff savings will include deleting a 0.6 Childminding Development Officer post and the Childcare Strategy Manager – Quality position which has been filled on a temporary basis until the end of March 2016. There will be a reduction in administration costs through the flexible retirement of the Team Administrator.</p>	
Groups potentially impacted	Impacts identified	Specific Mitigating Actions (in addition to the generic actions identified above)
<p>Note: As not more than 20 employees affected to preserve employee confidentiality, no employee equalities data has been gathered or analysed from the council's employee database. Comments below are based on evident information.</p>	<p>All of the staff affected in this proposal are female and therefore there is a disproportionate impact.</p>	<p>No specific actions: relevant processes and procedures to be undertaken in an equitable manner. Positive action to include training on interview skills</p>
EIA No.	EIA Proposal	
S12	<p>City clean and City Parks - To meet the 16/17 budget reductions of £150k per annum for the next 4 years, it is proposed to reduce the number of front-line posts across City Clean and Parks. The budget reductions equate to approximately 7 posts per annum. To avoid compulsory redundancies it is proposed to delete vacant posts in Street Cleansing and Gardening. Refuse and Recycling will retain their current establishment level due to the introduction of garden waste, the trial of wheel bins and the desire to introduce commercial waste collections. If the savings aren't achieved through natural wastage the service will run a Voluntary Severance Scheme.</p>	
Groups potentially impacted	Impacts identified	Specific Mitigating Actions (in addition to the generic actions identified above)
<p>The impact of a reduction in front line posts in Gardening and Street Cleansing will have the potential to have a disproportionately negative</p>	<p>The service age profile is broadly in line with that of the Council with a slightly higher number of staff aged between 44 – 54 years. The service is under-represented at</p>	<p>Consider creating Apprenticeships. The service area is below the Council target in relation to disabled employees. Therefore the proposals may further</p>

<p>impact on groups of employees with protected characteristics re:</p> <ul style="list-style-type: none"> • Female employees • BME workers • Disabled employees • White Irish workers • Sexual orientation • Employees with a religion/belief 	<p>school leavers to aged 29.</p> <p>The service area is significantly below the BME target and council averages. Therefore the proposals may further erode the relatively low representation BME employees in the service area if BME staff leave posts in Cityclean and Parks.</p> <p>The service area is also below the Council target and average for White Irish employees and proposals may further erode representation.</p> <p>The Service area is significantly below the female employee average of the council, and the LGBT targets and employs an above average number of male employees compared to the Council and Environment, Development & Housing Directorate.</p> <p>Therefore male representation in the service may be disproportionately affected in the service when compared to the Council and Directorate, and representation of women and LGBT staff could be further eroded.</p>	<p>erode the relatively low representation of disabled employees in the service.</p> <p>Ensure that all appropriate reasonable adjustments are made for disabled employees to encourage disabled employees to remain with Cityclean and Parks.</p> <p>If vacant posts are not deleted as part of the budget proposals, ensure posts are externally advertised to attract a wider pool of applicants.</p> <p>Positive action to include training on interview skills, coaching and signposting to the Women Workers' Network, LGBT and BME forums to help retain staff from minority groups within the service.</p>
EIA No.	EIA Proposal	
S13	<p>City clean and City parks, management and administration - To meet the 16/17 budget reductions there is a review of management and administration functions across Cityclean and Parks. The proposal reduces the number of management posts across the service and streamlines Administration and introduces generic job descriptions.</p>	
Groups potentially impacted	Impacts identified	Specific Mitigating Actions (in addition to the generic actions identified above)

<p>Due to the small number of staff impacted full equalities data is not available. This is to protect confidentiality as staff could be identified. From the data that is readily available, the reduction of posts in Management will have the potential to have a disproportionately negative impact on groups of employees with protected characteristics re:</p> <ul style="list-style-type: none"> • Female employees • BME Workers 		<p>If an individual's disability is raised through a 1-1 consultation meeting:- Ensure that all appropriate reasonable adjustments are made for disabled employees. Positive action including skills interview training and internal coaching as well as signposting to Disabled Workers' and Carers' Network. Consider and take account of any disability issues. Ensure the council's relevant policies and procedures are equitably and appropriately applied (e.g. development of new post details, selection interviews, flexible working arrangements etc. to ensure that no adverse impact is created for BME and other minority employees. Ensure managers involved in selection have completed Corporate recruitment and selection training and signposted to the Equality & Diversity e-learning module. Ensure that managers delivering service changes are appropriately supported and advised in relation to all employee equalities. Longer term to consider how to widen representation of minority groups in the workforce. Positive action to include training on interview skills.</p>
EIA No.	EIA Proposal	
S14	<p>EDH, sustainability team - To meet the 16-17 budget proposals it is proposed to reduce resource within the Sustainability function by deleting 1fte post.</p>	
Groups potentially impacted	Impacts identified	Specific Mitigating Actions (in addition to the generic actions identified above)
<p>Due to the small number of staff impacted full equalities data is not available. This is to protect confidentiality as staff could be identified. Equalities information readily available for the whole of City</p>	<p>None identified</p>	<p>Follow generic actions.</p>

<p>Regeneration shows the service area is above target for BME, White Irish and female employees. City Regeneration is below target for White Other, Disability, LGBT and male staff.</p>		
EIA No.	EIA Proposal	
<p>S15</p>	<p>EDH, City Parks, Ranger Service - To meet the 16/17 budget reductions it is proposed to reduce the Park Ranger service and focus on:</p> <ul style="list-style-type: none"> • Statutory rights of way. Maintaining the City's rights of way network, associated records including the definitive map and updating and implementing the Cities Rights of Way Improvement Plan. • Grazing (because it is more cost effective to retain this function) • Volunteering. Rangers will be involved in setting up Volunteer groups and developing the groups so that they can work independently. The Ranger service will focus on the key Countryside groups to enable them to become self managing. The Gardening service will provide support to Volunteers working within the Parks. This already happens in some parks and the intention is to expand support to Volunteers across all Parks. <p>The Park Ranger service will reduce from 8.22fte x Park Rangers to 4fte x Park Rangers and 1fte x Rights Of Way Officer. The Arborist Statutory post is also ring-fenced to this team.</p>	
Groups potentially impacted	Impacts identified	Specific Mitigating Actions (in addition to the generic actions identified above)
<p>Due to the small number of staff impacted full equalities data is not available. This is to protect confidentiality as staff could be identified. From the data that is readily available, the reduction of posts in the Park Ranger Service will have the potential to have a disproportionately negative impact on groups of employees with protected characteristics re:</p> <ul style="list-style-type: none"> • Female employees 	<p>City parks are significantly below the Council average in relation to female employees, employing an above average number of male employees compared to the Council and Environment, Development & Housing Directorate. Proposals may further erode the relatively low representation of female employees in the service area.</p>	<p>Ensure the council's relevant policies and procedures are equitably and appropriately applied (e.g. development of new post details, selection interviews, flexible working arrangements etc. to ensure that no adverse impact is created for female employees.</p> <p>Ensure managers involved in selection have completed Corporate recruitment and selection training and signposted to the Equality & Diversity e-learning module. Ensure that managers delivering service changes are appropriately supported and advised in relation to all employee equalities.</p> <p>Where employees are impacted offer one to one meetings</p>

		<p>to discuss their circumstances and any concerns they may have.</p> <p>Longer term to consider how to widen representation of female employees.</p> <p>Positive action to include training on interview skills, coaching and signposting to the Woman's Network.</p>
EIA No.	EIA Proposal	
S16	EDH, Planning and Building Control / City Regeneration - Planning & Building Control will merge with City Regeneration. To meet the 16-17 budget savings there will be a review of senior management within Planning to ensure that budget reductions do not impact the front line.	
Groups potentially impacted	Impacts identified	Specific Mitigating Actions (in addition to the generic actions identified above)
<p>Due to the small number of staff impacted full equalities data is not available. This is to protect confidentiality as staff could be identified. From the data that is readily available, the reduction of posts at a Senior Management level will have the potential to have a disproportionately negative impact on groups of employees with protected characteristics re:</p> <ul style="list-style-type: none"> • Male employees 	<p>The number of male employees within Planning & Building Control is below the Council target.</p> <p>Proposals may further erode the lower representation of male employees in the service area.</p>	<p>Ensure the council's relevant policies and procedures are equitably and appropriately applied (e.g. development of new post details, selection interviews, flexible working arrangements etc. to ensure that no adverse impact is created for male employees.</p> <p>Ensure managers involved in selection have completed Corporate recruitment and selection training and signposted to the Equality & Diversity e-learning module.</p> <p>Ensure that managers delivering service changes are appropriately supported and advised in relation to all employee equalities.</p> <p>Where employees are impacted offer one to one meetings to discuss their circumstances and any concerns they may have.</p> <p>Longer term to consider how to widen representation of male employees.</p> <p>Positive action to include training on interview skills and coaching.</p>

EIA No.	EIA Proposal	
S17	<p>Housing, Tenancy Services and Income, Involvement and Improvement – Service re-design across the divisions of Tenancy Services and Income, Involvement and Improvement to make efficiencies through a review the staffing structure and working practices.</p> <p>211 employees are currently employed in these areas (138 employed on Sc6 or below and 68 employed SO1/2 to M8 and 5 on M7 and above). The proposal will result in the removal of 9 FTE from the current Housing structure.</p>	
Groups potentially impacted	Impacts identified	Specific Mitigating Actions (in addition to the generic actions identified above)
<p>There are a higher proportion of older workers and disabled workers employed in the service when compared to the Council averages. The affected units are significantly above the council average in relation to the number of disabled staff employed (9.3% compared to 7.8%).</p>	<p>The proposals may disproportionately impact on the representation of disabled employees in the service. These staff may be more likely to experience barriers to redeployment or to accessing information and getting their views heard. There could also be impacts if there is a lack of awareness and information regarding disability.</p>	<p>In addition to the generic actions listed above, further planning may be needed by the service to ensure that:</p> <ul style="list-style-type: none"> • All appropriate reasonable adjustments are made for disabled employees. • Positive action is considered in relation to skills and interview training and internal coaching as well as signposting to the DWF. • Consideration of any reasonable adjustments needed in relation to redeployment.
EIA No.	EIA Proposal	
S18	<p>Housing, Housing Support Service - Since there are less than 20 employees impacted full equalities data was not run for this group of employees. The analysis below is based on already known data (age, sex etc.). In broad terms the proposals have the potential to have a disproportionately negative impact on various groups of employees with protected characteristics re:</p> <ul style="list-style-type: none"> • Male employees 	
Groups potentially impacted	Impacts identified	Specific Mitigating Actions (in addition to the generic actions identified above)
<p>Since there are less than 20 employees affected full equalities data was not produced for this group</p>	<p>The service area employees are generally below the Directorate average in terms of age.</p>	<p>Offer all employees job application and interview support. Consider the need for appropriate support and training to re-skill employees in new working methods, and ensure</p>

of employees. The analysis below is based on already known data.	The council and the Housing Department are all below the male employee target. The affected area employs a lower proportion of male employees when compared to the Directorate. Therefore proposals may further erode male representation across the Council as a result. Three out of the six affected staff are male.	equitable implementation of proposals.
EIA No.	EIA Proposal	
S19	ACE, Communications Team - Consultation took place in October last year and as a result of this budget saving proposal 4 staff left the service due to voluntary severance by the end of December 2015. As a result the budget savings for this area have been achieved and the new structure will be introduced shortly. 32 employees are currently employed in the affected service area.	
Groups potentially impacted	Impacts identified	Specific Mitigating Actions (in addition to the generic actions identified above)
Equality impacts were considered throughout the restructure process which has concluded and will be implemented following council decision.		
EIA No.	EIA Proposal	
S20	ACE, Tourism and Venues - Service re-design across the whole of the Tourism & Venues service, consultation ends on 18th February 2016. Review of staffing structure, which is linked to budget proposals. 63 employees are currently employed in this service area The proposal will result in the removal of 11 posts from the current Tourism & Venues structure.	
Groups potentially impacted	Impacts identified	Specific Mitigating Actions (in addition to the generic actions identified above)
In broad terms the proposals have	Reduction in representation of female	Equitable implementation through processes, and effective

the potential to have a disproportionately negative impact on female employees on middle management grades	employees in management grades.	use of voluntary severance.
EIA No.	EIA Proposal	
S21	<p>Libraries – Service redesign across the whole Library service following public consultation which ends in February 2016. This involves a review of staffing structures and working practices, and the removal of about 20 posts from the current library structure.</p> <p>131 employees are currently employed in this service area (117 employed on Sc6 or below and 12 employed SO1/2 to M8 and 3 on M7 and above).</p>	
Groups potentially impacted	Impacts identified	Specific Mitigating Actions (in addition to the generic actions identified above)
The service employs a proportionately higher number of older workers and LGBT workers. There are fewer BME staff than when compared to the Council average.	The proposals could have a disproportionate effect on identified groups, but at this stage the detail of the final proposals is not available and therefore it is not possible to be clear about potential negative impacts.	<p>In addition to the generic actions identified above, further planning may be needed in relation to the impact on older workers and consideration should be given to:</p> <ul style="list-style-type: none"> • Offering all employees job application and interview support. • Considering the need for appropriate support and training to re-skill employees in new working methods.
EIA No.	EIA Proposal	
S22	<p>Transport – Budget savings of £250k have been identified in Transport that will be found through the reduction in posts. The Service is undertaking a full Service Redesign which is in the scoping phase. There are currently no detailed proposals.</p>	
Groups potentially impacted	Impacts identified	Specific Mitigating Actions (in addition to the generic actions identified above)
There are fewer staff in the lower age bracket (up to age 24 years). The Transport Division is above the Council disability target however the	The proposals could have a disproportionate effect on identified groups, but at this stage the detail of the final proposals is not available and therefore it is	<p>Key actions include;</p> <ul style="list-style-type: none"> • A further EIA is completed if needed/required • Longer term to consider how to widen representation of ethnic groups, disabled staff in more senior grades and

<p>data shows that there are few disabled staff in the middle grades and no disabled staff in the upper grades. If disabled staff are impacted it will impact on disabled employee representation in Transport and EDH. The Transport Division are significantly below the BME target and below White Other target. Proposals may further impact on BME employee representation in Transport and EDH. White Other employees are also below target. It is worth noting that 14.56% is unknown.</p> <p>Transport is above the male employee target. Females are under represented in the Upper grades. Compared to the Council the number of LGBT employees is lower. The proposals could further erode the representation of LGBT staff. It is worth noting that 16.46% is unknown and 9.49% of staff preferred not to say.</p>	<p>not possible to be clear about potential negative impacts.</p>	<p>LGBT employees.</p> <p>Ensure that all appropriate reasonable adjustments are made for disabled employees.</p> <p>Ensure the council's relevant policies and procedures are equitably and appropriately applied (e.g. development of new post details, selection interviews, flexible working arrangements etc. to ensure that no adverse impact is created for disabled employees.</p> <p>Ensure managers involved in selection have completed Corporate recruitment and selection training and signposted to the Equality & Diversity e-learning module.</p> <p>Ensure that managers delivering service changes are appropriately supported and advised in relation to all employee equalities.</p> <p>Where employees are impacted offer one to one meetings to discuss their circumstances and any concerns they may have.</p> <p>Positive action to include training on interview skills, coaching and signposting to the workers forums.</p>
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Council Carbon Budgets for 2016/17

Carbon Budget	Budget Lead	2013/14 Carbon Footprint (tonnes CO ²)	2014/15 Carbon Footprint (tonnes CO ²) **	2014/15 Spend (net £)	2015/16 Carbon Footprint Budget Target (tonnes CO ²) ***	2016/17 Carbon Footprint Budget Target (tonnes CO ²) ****
1) Total corporate emissions (gas, electricity & oil)*	Angela Dymott	11,802	9,486	£2,010,793	9,107	8,743
2) Landlord housing emissions (incl. gas & electricity)*	Tracy John	5,645	5,834	£1,183,954	5,601	5,377
3) Total school emissions (incl. gas, electricity & oil)*	Angela Dymott	9,905	9,913	£2,064,595	9,516	9,135
4) Fleet fuel emissions	Richard Bradley	2,207	2,251	£891,093	2,161	2,075
5) Street lighting emissions (electricity)	Mark Prior	4,724	5,108	£1,115,072	4,904	4,708

Caveats

- * Gas and oil data has been normalised using degree day analysis to factor out the variations in outside air temperature.
- ** The carbon conversion factor for electricity was increased by the Department for Energy & Climate Change in April 2014 by around 11% due to a national increase in coal usage used for electricity generation during this period. This meant that in some cases our carbon emissions increased despite a reduction in electricity consumption.
- *** Based on a 4% reduction on our 2014/15 performance. Performance against the 2015/16 budget will be calculated in July 2016.
- **** Based on a 4% reduction on our 2015/16 target (2015/16 actual data will be available in July 2016).

Context to performance:

Corporate: Automated Meter Reading (AMR) equipment has been installed on over 350 utility meters across the corporate portfolio. We are currently utilising the improved data to identify and address potential energy wastage. Changes to occupancy at several buildings continues as part of Phase 3 of the Workstyles programme. We are currently working on the energy efficient refurbishment of Hove Town Hall as one of the main council hubs which includes an additional array of solar photovoltaic panels and conversion of the existing oil boiler to natural gas. An insulation programme at several corporate buildings has now been completed and we will monitor heating usage over subsequent winters. Solar photovoltaic panels at Moulsecoomb Hub and Bartholomew House are performing as expected. From April 2014 onwards, responsibility for utility billing for leisure sites reverted back to Freedom Leisure.

Schools: Annual planned maintenance programmes for school buildings addresses key energy saving initiatives including oil to gas conversions and improvements to insulation. Demand for electricity is higher due to increased electrical equipment including interactive whiteboards, electric kitchens, and iPads. Solar photovoltaic panels were installed at St Luke's primary school in early 2015 as part of the Solar Schools programme. We have now installed almost 300 Automated Meter Reading (AMR) devices across the school portfolio. School bursars and site managers have been provided with access to the AMR data to help them monitor energy usage and identify potential wastage. Resource Futures has been providing environmental education support to schools which is helping address sustainable behavioural change and also promote the usage of AMR data.

Housing: Housing are continuing to support investment projects that will both reduce energy usage and assist residents at a time when fuel poverty is a major challenge in the sector. Additional solar photovoltaic arrays have been installed as part of refurbishment works. The long-term upgrade of lighting, communal boilers, elevators and insulation/cladding improvements continues and will help to us to meet carbon reduction targets. New housing developments/refurbishments adhere to the sustainable homes code. A collaborative feasibility study between planning and housing services is currently looking into the potential for a district heat network covering several housing developments.

Fleet Fuel: We have reduced the fleet and replaced vehicles with lower CO₂ (g/km) emissions however overall the fuel usage has risen slightly. This may be due to the removal of casual and essential car user's allowance.

Street Lighting: Continuing with energy efficient renewal of lighting across the city. Improving the data held within lighting inventory. The street lighting team are exploring options for further capital investment in replacement energy efficient fittings.

Consultation report: Budget Survey 2016/17

1. Introduction and purpose

Consultation and feedback is important to the council, particularly views on prioritising resources in challenging financial circumstances. However, the council provides over 800 public services and local government finance is unfortunately complex making it difficult to design a consultation approach which residents and others can readily understand and engage with. In an attempt to address this, a questionnaire has been used in recent years which has provided a simple and effective way for residents to express views about council tax increases, raising other revenues and prioritising spending. Ultimately, however, the complexity of services and finances may explain the low response rates experienced in recent years. For this reason, and given the challenging financial situation, the council has focused this year on delivering a lower cost but highly accessible consultation process via the council's website and through social media (e.g. Twitter) with paper copies of the questionnaire being made available in Libraries.

The budget questionnaire and information on the website were therefore also part of a promotion to inform residents about the council's budget and finances as well as gathering residents views on:

- Increasing council tax to reduce pressure on council resources
- Increase council tax by 2% to support Adult Social Care services
- Increasing other revenues
- Attitudes to volunteering to run public services
- Services to prioritise for funding

The purpose of this report is to feed back the results and findings from the budget consultation.

2. Methodology

An on-line self-completion questionnaire was devised to both inform and give residents an opportunity to comment on Brighton & Hove City Council's budget. Most of the questions were similar to those used in previous years. Links were provided to the appropriate budget and social care pages on the council website where information on the budget proposals for 2016/17 to 2019/20, where the council's money comes from and how it is currently spent could be found.

The questionnaire was available on the city's Consultation Portal between 3 December 2015 and 17 January 2016 with the link distributed via the usual council channels with specific emphasis on social media linking through to the council webpages and consultation. Provision was made in all main and community libraries to support residents without access to, or knowledge of, using the internet to complete the questionnaire.

A poster was sent to 250 outlets across the city and the CCG was sent graphics to display on GP surgery screens.

Advertising was placed in the Argus, Brighton and Hove Independent and online at brightonandhovenews.org alongside media coverage of the consultation.

As a self-selecting questionnaire it is not possible to determine with any accuracy if the responses to the survey are representative of those in the city as a whole.

As part of the questionnaire, respondents were asked to complete the council's standard equalities monitoring form. Questions on housing tenure, make up of households, postcode and in what capacity the respondent was completing the questionnaire were also asked.

3. Response and respondents' profile

In total 438 responses were received including:

- 401 residents
- 9 visitors
- 8 Community & Voluntary Sector organisation representatives
- 2 local businesses
- 2 stakeholder representatives
- 23 'other' respondents (the majority classifying themselves as workers in the city)

(Note: these are not mutually exclusive)

Relatively high numbers of respondents (15 to 24% depending on the question) did not complete the equalities and demographic questions. Therefore it is not possible to compare the respondents profile with that of the city as whole.

A full equalities and demographic profile can be found in section 5 of this report.

4. Results and findings

These results are the responses from Brighton & Hove residents only (401 respondents). The number of visitors and 'other' respondents is too small for meaningful analysis and responses from the community and voluntary sector, stakeholders and businesses will be considered separately.

Responses to all closed questions from the survey have been analysed by the following demographics and equalities groups;

- Age
- Carers
- Connection to the Armed Forces
- Ethnicity
- Households with at least one child
- Households with at least one adult aged 65 or over
- Housing tenure
- Health problem and disability
- Postal sectors
- Religion or belief
- Sexual orientation

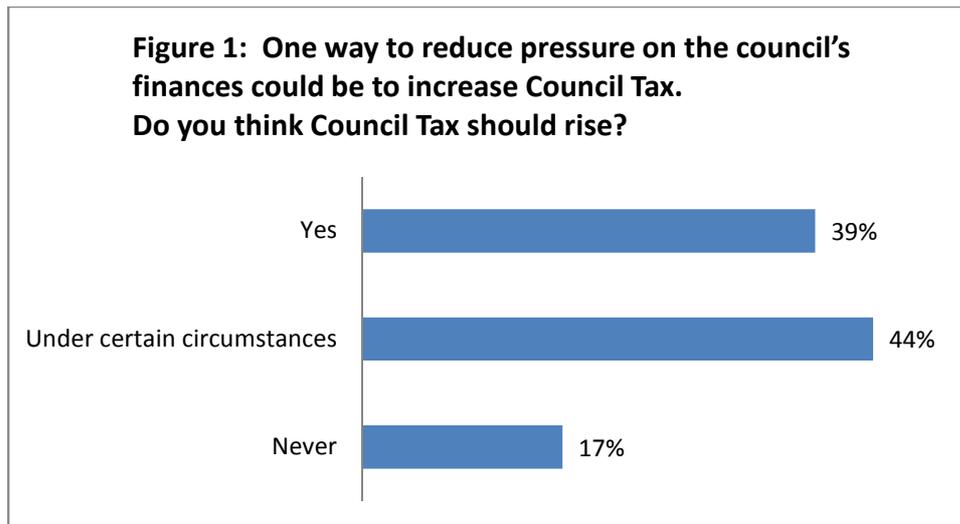
Due to the relatively high numbers of respondents that did not provide complete equalities and demographic data, combined with the small number of responses from some groups, makes equalities and demographic analysis difficult. Therefore care needs to be taken when interpreting the results.

4.1 Raising Council Tax

Respondents were asked if they felt Council Tax should ever rise to reduce pressure on the council's finances.

Nearly two out of five respondents (156 people, 39%) felt that Council Tax should rise with less than half that number (69 people, 17%) responding never. A further 44% (176 people) thought that Council Tax should rise in certain circumstances.

In comparison to the self-selecting sample in last year's budget consultation, this year 8% more are in favour of Council Tax rising while 5% fewer are saying never.



Base: all respondents who answered the question (n=401, 100%)

However, among respondents in last year's random sample only 13% thought Council Tax should rise with 39% saying never.

Analysis of the comments made by respondents who answered that Council Tax could rise 'under certain circumstances' was conducted to establish what those circumstances are (figure 2). It shows five main positions;

- If the rise is in order to maintain core or essential services (34 people, 23%)
- If the system is progressive / means tested (20 people, 14%)
- If the rise is small or not more than 2% (14 people, 9%)
- If it's a last resort and efficiencies have been made (14 people, 9%)
- If there is a demonstrated need and accountability (14 people, 9%)

Other responses specified specific services with services for the vulnerable, elderly and health services most mentioned (7%).

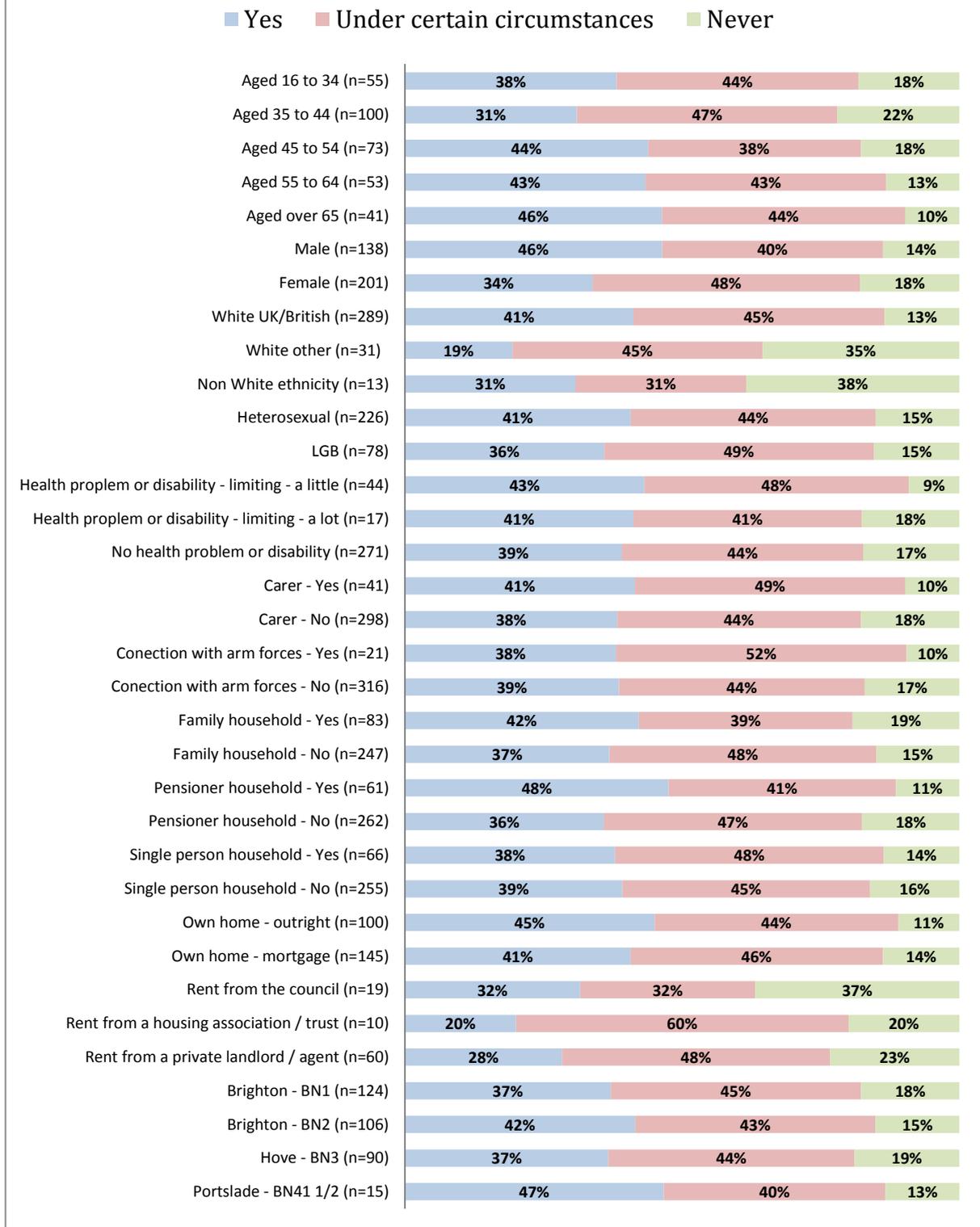
When looking at the responses by equalities and demographic groups (figure 3) there are some notable proportional differences to responses:

- Twice as many respondents with a non White (5 people, 38%) or other White (11 people, 35%) ethnicity said that Council Tax should never rise compared to 17% of all respondents and only 13% of respondents with a White British/UK ethnicity.
- Twice as many respondents who rent from the council (seven people, 37%) said Council Tax should never rise compared to 17% of all respondents and is also between 14 and 26 percent points higher than for all other types of tenure.

- While nearly a half of male respondents (64 people, 46%) think Council Tax should rise only a third (68 people, 34%) of female respondents do so.

Figure 2: Under what circumstances would you be prepared for Council Tax to rise?		
	Number	Percent
To support / protect services for...		
vital / core / essential / front line	34	23%
vulnerable / disadvantaged people	11	7%
elderly / older people	11	7%
NHS / health and or disability	10	7%
animal welfare / dog team	7	5%
making it better for residents	6	4%
youth / children / young people's services	8	5%
social / welfare care	5	3%
Cityclean / cleaner street	5	3%
education	4	3%
police	3	2%
rough sleeping / homelessness	3	2%
libraries	3	2%
better parks and or play grounds	2	1%
highways / transport	2	1%
support people benefits	1	< 1%
discount bus fares	1	< 1%
public toilets	1	< 1%
services (no more detail given)	10	7%
If the increase was...		
progressive / means tested	20	14%
a last resort / efficiencies been made	14	9%
for a demonstrated need and or with accountability	14	9%
small / in line with inflation / not more than 2%	14	9%
Figure 2 continued....		
tax student properties / landlord tax	5	3%
for infrastructure projects	5	3%
If the money raised is not spent on...		
pay or allowances for staff or councillors	9	6%
road / cycle schemes	2	1%
vanity projects	2	1%
Miscellaneous	21	14%
Base: All residents who thought council tax could rise under certain circumstance who answered the question (n=148, 76%)		

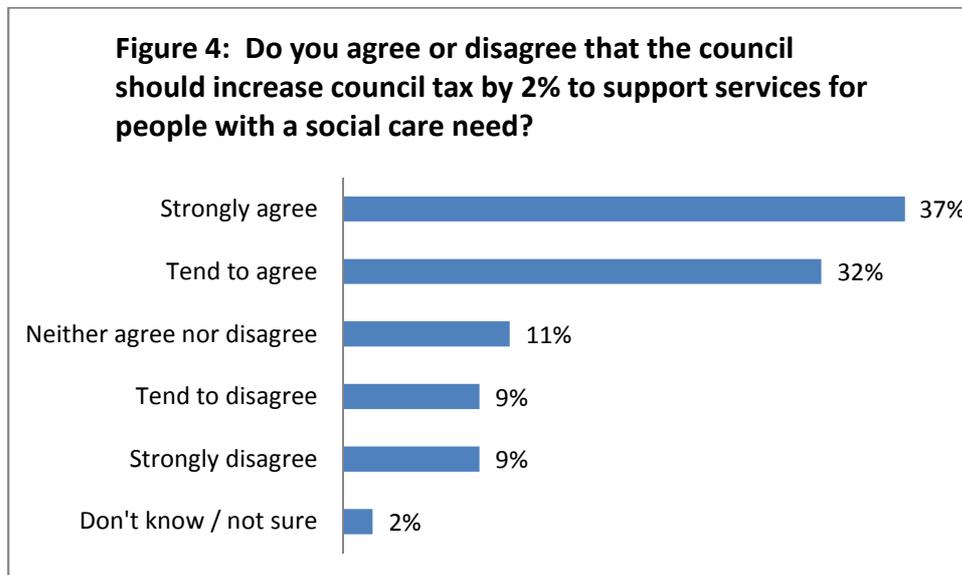
Figure 3: Do you think Council Tax should rise



Base: All respondents who answered the question about raising council tax and who answered the appropriate equalities or demographic question.

4.2 Supporting services for adults with a social care need

Respondents were asked if they supported increasing Council Tax by 2% to specifically fund adult social care services.



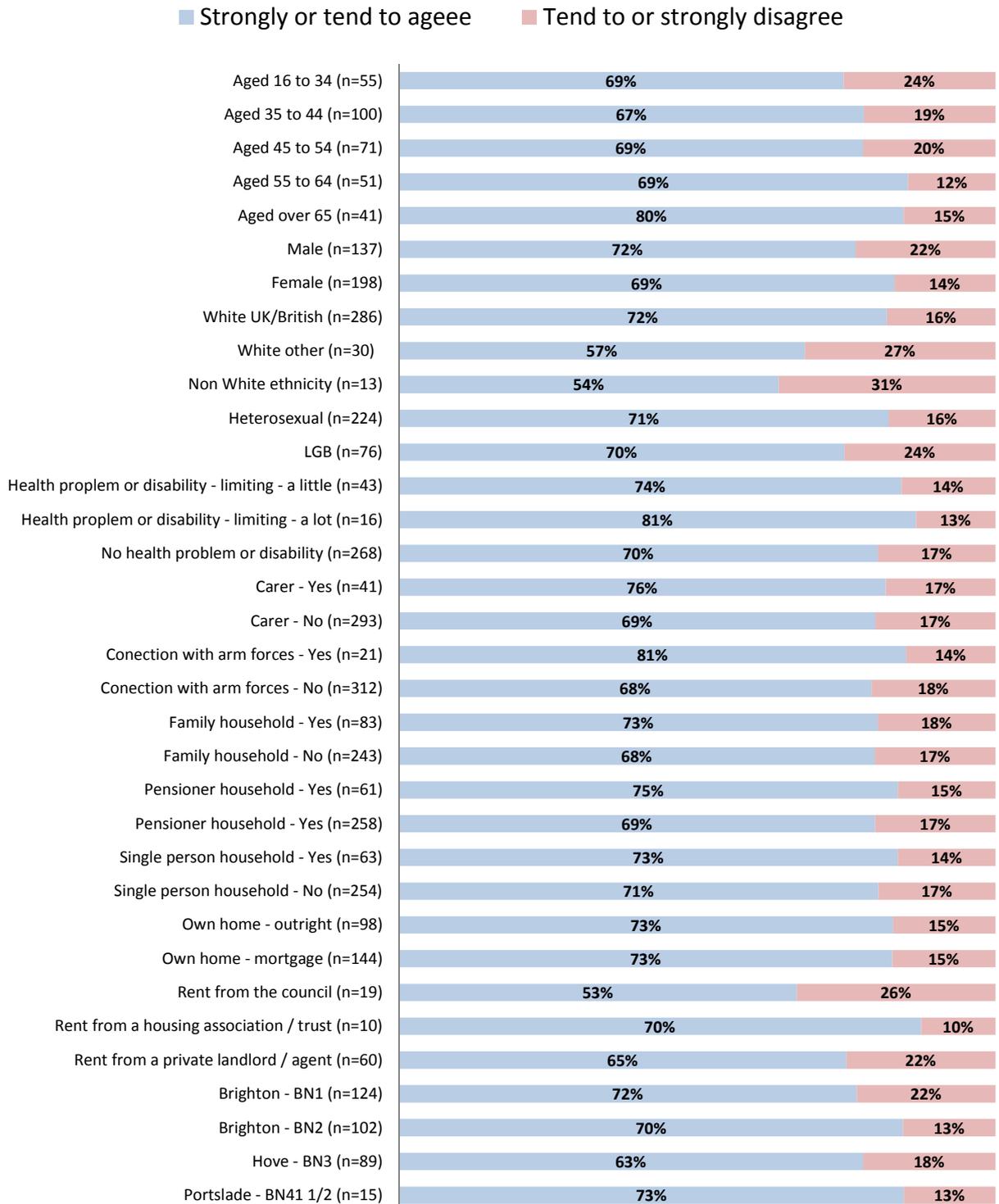
Base: All respondents who answered the question (n=396, 99%)

More than two thirds of respondents (274 people, 69%) strongly or tend to agree that the council should increase Council Tax by 2% to support services for adults with a social care need. Nearly four times more than those who tend to or strongly disagree (72 people, 18%).

When looking at the responses by equalities and demographic groups (figure 5) there are some notable proportional differences to responses.

- While only 16% (46 people) of White UK/British respondents disagree that Council Tax should rise, nearly a third of respondents with a non White ethnicity (4 people, 31%) and more than a quarter of respondents with a White other ethnicity (8 people, 27%) do so.
- While only just over a half of respondents (10 people, 53%) who rent from the council agree that Council Tax should rise by 2%, between 65 and 73% of respondents who live in the other types of tenure think it should rise.

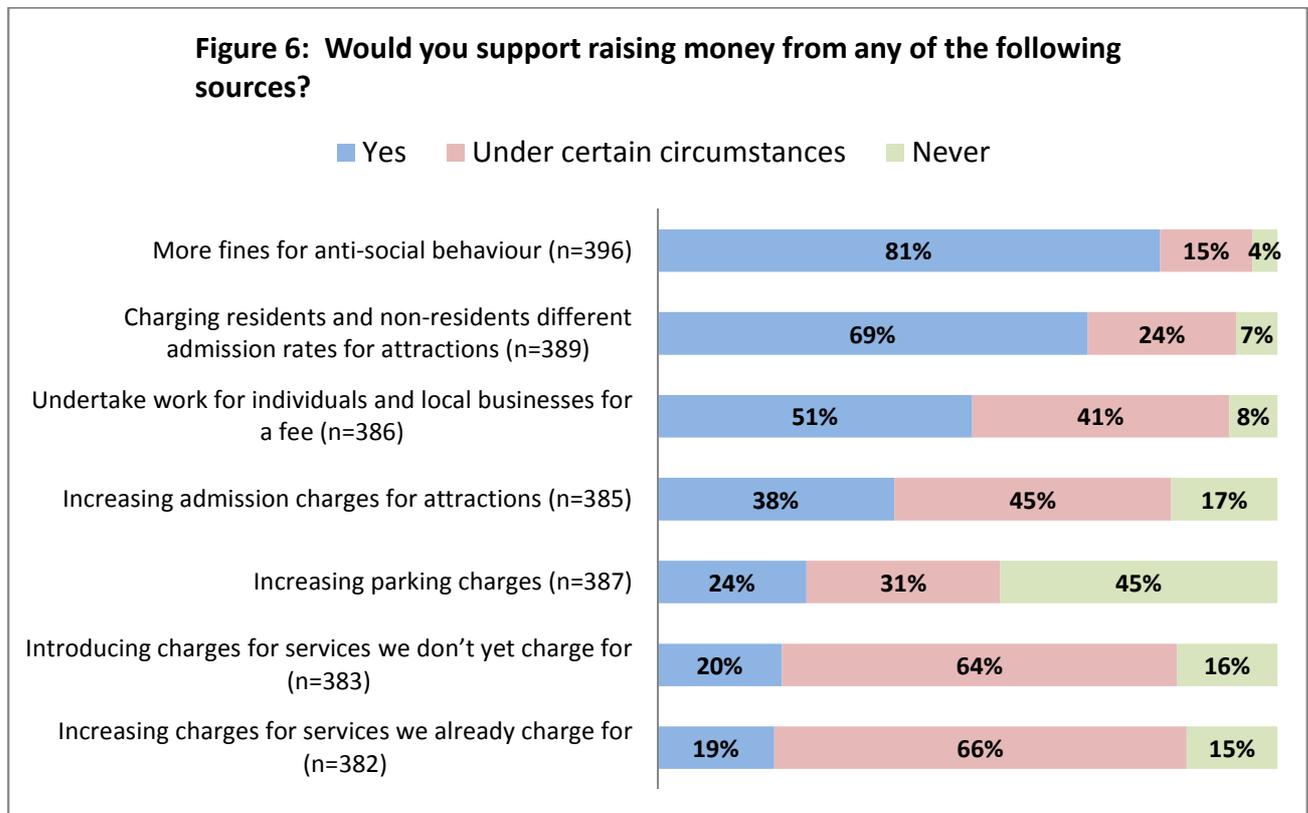
Figure 5: Do you agree or disagree that the council should increase council tax by 2% to support services for people with a social care need?



Base: All respondents who answered the question about raising council tax and who answered the appropriate equalities or demographic question.

4.3 Raising money from other sources

Respondents were asked if they would support raising money from any of seven different sources. Figure 6 summarises their responses.



Base: All respondents who answered the individual questions

As in previous years there was clear support for raising money through more fines for anti-social behaviour with more than four out of five (81%) saying yes.

A majority of respondents also support 'charging residents and non-residents different admission rates for attraction' (69%) and a small majority support the council 'undertaking work for individuals and local businesses for a fee' (51%).

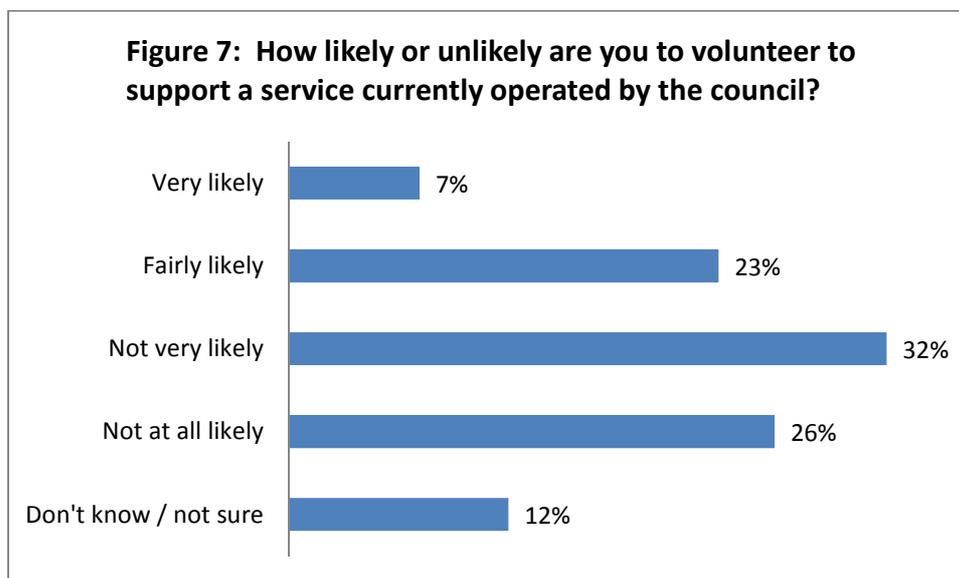
Less than one in five (17%) said that admissions charges should never increase, with 38% supporting an increase and 45% saying they could increase under certain circumstances.

Views on 'increasing charges for services we already charge for' and 'introducing charges for services we don't' are mixed with a similar but relatively small proportions saying yes and never (20% or smaller) with the majority (just under two thirds) in both cases saying they could but only in certain circumstances.

Increasing parking charges is the area where the most respondents (45%) say they would never support. However, a majority (55%) would support increasing parking charges although 31% would only agree under certain circumstances.

4.4 Volunteering

Respondents were asked how likely they would be to volunteer to support a public service currently operated by the council. Figure 7 summarises their responses.



Base: All respondents who answered the question (n=399, 100%)

Nearly a third of respondent's (120 people, 30%) said that they would be very or fairly likely to volunteer to support a service currently provided by the council. Only 58 per cent (232 people) said they were not very or not at all likely too. Just over one in ten (47 people, 12%) were undecided.

4.5 Priority services

Respondents were asked in an open question which services the council should priorities. Analysis of the comments made by respondents is summarised in figure 8. Four out of five respondents (319 people, 80%) responded to the question making over 750 suggestions. Some suggestions were very specific while others were general in nature. Some respondents name only one service or theme while others named many. Therefore it should be noted that most respondents are not mutually exclusive to one service or theme.

The vast majority of services mentioned and the reasons given relate to protecting the most vulnerable in the city. A quarter of respondents (80 people, 25%) mentioned social care or a specific service relating to social care. More than a fifth of respondents (69 people, 22%) mentioned health services, 10% (31 people) mentioned (without being specific) services for vulnerable people, the disadvantaged and low paid and 10% (33 people) mentioned housing services, again, mostly in the context of the potentially vulnerable and disadvantaged.

Fig 8: Are there any particular service areas that you would prioritise for funding?

	Number	Percent
Social care / care services	80	25%
<i>i) Children</i>	15	5%
<i>ii) Adult</i>	27	8%
<i>iii) Elderly</i>	21	7%
Health services	69	22%
<i>i) Mental health</i>	25	8%
<i>ii) Learning disabilities / SEN(D) / special needs</i>	16	5%
<i>iii) service for those with a disability</i>	11	3%
<i>v) Drug and alcohol / addictions</i>	4	1%
<i>vi) Public health</i>	4	1%
iv) Services for the deaf	3	< 1%
Animal welfare / dog wardens	62	19%
Services for children's inc. children's centres / sure start	39	12%
Services for vulnerable people / disadvantaged / low income	31	10%
Housing / Housing services	33	10%
<i>i) social / council / for the vulnerable</i>	11	3%
<i>ii) Private sector</i>	3	< 1%
<i>iii) Older people</i>	3	< 1%
Homelessness	25	8%
Cityclean - refuse / clean street	23	7%
Education	19	6%
Services for older / elderly people	19	6%
Libraries	18	6%
Infrastructure / regeneration / highways / arches	18	6%
Youth service / young people services	17	5%
Parks / open spaces / play grounds / allotments	17	5%
Preventative work (inc. families) early help / advice services	11	3%
Women refuge / domestic violence / violence against women/girls	11	3%
Public toilets	11	3%
Leisure services / swimming pool	9	3%
Special schools / schools / nurseries / child care	8	3%
City environment - linked to tourism	8	3%
Community safety / ASB / police	7	2%
Rough sleepers	7	2%
CTR / Benefits	5	2%
Environment	6	2%
Park rangers	5	2%
Community development / services / centres	5	2%
Bus passes / discounted travel	4	1%
Travellers - dealing with	4	1%
Services for adult	3	< 1%
Income generating services	3	< 1%
Economic development	2	< 1%
Public transport	2	< 1%
All services are important	8	3%
Miscellaneous / off topic	35	11%
Base: All residents who responded (n=319, 80%)		

Services mentioned that did not directly relate to vulnerable people included the animal welfare service mentioned by a fifth of respondents (62 people, 19%) and Cityclean (23 people, 7%). 6% of people mentioned Education (19 people), services for older people (19 people), libraries (18 people) and or infrastructure / regeneration projects (18 people).

4.6 General comments

Finally respondents were asked if they had any other comments about the budget proposals. Just over half of respondents (209 people, 52%) made comments. Comments made were varied in their detail with many not relating to the budget proposals.

There were only 7 themes where 10 or more people (5%) made related comments:

- Concerns about cuts to / support for the animal welfare / dog warden service (31 people, 15%)
- Need for a robust review of all services. How they are delivered and staff wages, often with reference to senior management and directors (30 people, 14%)
- Need to protect vulnerable people those on low pay and or that the proposals unfairly affect these groups (23 people, 11%)
- A need for the council / politicians to stand up / lobby to protect local services against cuts imposed by central government (14 people, 7%)
- In relation to the budget process, a need for more openness and transparency, better communications and accountability (13 people, 6%)
- Concerns about cuts to / support for services for children and young people including cuts to children centres and the youth service (12 people, 6%)
- Concerns about spending on road and or cycle schemes (10 people, 5%)

Other themes mentioned by between 6 and 9 people were:

- Cutting services will just make the situation worse and more expensive in the future
- Happy to pay more tax to save services / or if money is not wasted
- Use of volunteers to provide services is not the answer / will not work
- A need for a progressive / means tested tax
- The council needs to be more radical and innovative
- Still more saving / efficiency to be made
- Enforce by-laws through fines
- Concern about / support for health and disability services including support for Tower House
- Concern / support for services for older people
- Concern / support for park rangers service
- Support for keeping bus passes and concern about proposed new restriction
- Concern about closure of public toilets
- Parking charges too high / concern about increasing charges
- Concerns about support for the I360

5. Full respondent profile

		Frequency	Percentage of all respondents	Percentage answered the question
Age Group				
Valid	16 to 24	7	2%	2%
	25 to 34	48	12%	15%
	35 to 44	100	25%	31%
	45 to 54	73	18%	23%
	55 to 64	53	13%	17%
	65 to 74	38	10%	12%
	75 and over	3	1%	<1%
	Total	322	80%	100%
Missing	Not known	25	6%	
	Prefer not to say	54	14%	
	Total	79	20%	
Total		401	100%	
What gender are you?				
Valid	Male	138	34%	41%
	Female	201	50%	59%
	Other	1	<1%	<1%
	Total	340	85%	100%
Missing	Not known	28	7%	
	Prefer not to say	33	8%	
	Total	61	15%	
Total		401	100%	
Do you identify as the sex you were assigned at birth?				
Valid	Yes	309	77%	97%
	No	8	2%	3%
	Total	317	79%	100%
Missing	Not known	47	12%	
	Prefer not to say	37	9%	
	Total	84	21%	
Total		401	100%	
How would you describe your ethnic origin?				
Valid	White UK/British	289	72%	85%
	White Irish	9	2%	3%
	Other White	31	8%	9%
	Non White	13	3%	4%
	Total	342	85%	100%
Missing	Not Known	26	7%	
	Prefer not to say	33	8%	
	Total	59	15%	
Total		401	100%	
Which of the following best describes your sexual orientation?				
Valid	Heterosexual	226	56%	74%

		Frequency	Percentage of all respondents	Percentage answered the question
	LGB	78	20%	26%
	Other	2	<1%	<1%
	Total	306	76%	100%
Missing	Not known	41	10%	
	Prefer not to say	54	14%	
	Total	95	24%	
Total		401	100%	
What is your religion or belief?				
Valid	I have no particular religion	161	40%	50%
	Buddhist	4	1%	1%
	Christian	79	20%	24%
	Jewish	4	1%	1%
	Pagan	2	<1%	<1%
	Agnostic	13	3%	4%
	Atheist	51	13%	16%
	Other religion	5	1%	2%
	Other philosophical belief	6	2%	2%
	Total	325	81%	100%
Missing	Not known	30	8%	
	Prefer not to say	46	12%	
	Total	76	19%	
Total		401	100%	
Are you day to day activities limited because of a health problem or disability which has lasted, or is expected to last 12 months?				
Valid	Yes a little	44	11%	13%
	Yes a lot	17	4%	5%
	No	271	68%	82%
	Total	332	82%	100%
Missing	Not known	32	8%	
	Prefer not to say	37	9%	
	Total	69	17%	
Total		401	100%	
Are you a Carer?				
Valid	Yes	41	10%	12%
	No	298	74%	88%
	Total	339	84%	100%
Missing	Not known	31	8%	
	Prefer not to say	31	78%	
	Total	62	16%	
Total		401	100%	
With a connection to the armed forces				
Valid	Yes	21	5%	6%
	No	316	79%	94%
	Total	337	84%	100%

		Frequency	Percentage of all respondents	Percentage answered the question
Missing	Not known	64	16%	
Total		401	100%	
Household with at least one child				
Valid	Yes	83	21%	25%
	No	247	62%	75%
	Total	330	82%	100%
Missing	Not known	71	18%	
Total		401	100%	
Household with at least one pensioner				
Valid	Yes	61	15%	19%
	No	262	65%	81%
	Total	323	81%	100%
Missing	Not known	78	20%	
Total		401	100%	
Single person household				
Valid	Yes	66	17%	21%
	No	255	64%	79%
	Total	321	80%	100%
Missing		80	20%	
Total		401	100%	
In what way does your household occupy your current accommodation?				
Valid	Owned outright	100	25%	30%
	Buying on a mortgage	145	36%	43%
	Rent from the council	19	5%	6%
	Rent from HA / trust	10	3%	3%
	Rent from a privately	60	15%	18%
	Other	3	<1%	<1%
	Total	337	84%	100%
Missing	No response	30	8%	
	Prefer not to say	34	9%	
	Total	64	16%	
Total		401	100%	
Postal area				
Valid	BN1 (Brighton)	124	31%	37%
	BN2 (Brighton)	106	26%	32%
	BN3 (Hove)	90	22%	27%
	BN41 ½ (Portslade)	15	4%	5%
	Total	335	84%	100%
Missing	Not known	63	16%	
	Other	3	<1%	
	Total	66	17%	
Total		401	100%	

Subject:	Housing Revenue Account Budget and Investment Programme 2016/17 and Medium Term Financial Strategy		
Date of Meeting:	13 January 2016 – Housing & New Homes Committee 11 February 2016 – Policy & Resources Committee 25 February 2016 – Budget Council		
Report of:	Acting Director of Finance & Resources Acting Executive Director of Environment, Development & Housing		
Contact Officer:	Sue Chapman	Tel:	29-3105
	Martin Reid		29-3321
E-mail:	Sue.chapman@brighton-hove.gov.uk Martin.reid@brighton-hove.gov.uk		
Wards Affected	ALL		

Note: The special circumstances for non-compliance with Council Procedure Rule 3, Access to Information Procedure Rule 5 and Section 100B(4) of the Local Government Act 1972 (as amended), (items not considered unless the agenda is open to inspection at least five days in advance of the meeting) were that additional changes were required following the consideration of the report at the Housing & New Homes Committee on 13 January 2016, and further work was needed to finalise the report.

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

- 1.1 This report presents the proposed Housing Revenue Account (HRA) revenue and capital budget for 2016/17 as required by the Local Government and Housing Act 1989. Members are required to consider the revenue budget proposals including savings and service pressures as well as changes to rents, fees and charges and also the capital programme. This report also sets out the Medium Term Strategy and 30 year forecast.
- 1.2 The HRA contains the income and expenditure relating to the council's social landlord duties of approximately 11,650 properties and 2,700 leasehold properties. The income and expenditure relating to these properties is accounted for separately from the council's other services/activities which form part of the council's General Fund.

2. RECOMMENDATIONS:

- 2.1. That Housing & New Homes Committee recommend that Policy & Resources Committee:

- (a) approves and recommends to Council the HRA revenue budget for 2016/17 as shown in Appendix 1;
- (b) approves a rent reduction of 1% in line with the draft government legislation as detailed in paragraph 3.7;
- (c) approves service charges and fees as detailed in Appendix 2 and delegates authority to the Acting Executive Director of Environment, Development & Housing to make further amendments to communal service charges and laundry charges (to ensure cost recovery) once notification of new contract prices (from April 2016) has been received;
- (d) approves the capital programme expenditure and financial budget of £43.047 million for 2016/17 and notes the 4 year programme as set out in Appendix 3;
- (e) notes the Medium Term Financial Strategy and 30 year financial projections shown in Appendix 4.

2.2 That Policy & Resources Committee:

- (a) note that the HRA revenue budget 2016/17 savings proposals have increased by £0.133m since being reported to Housing & New Homes Committee as detailed in paragraph 3.4.
- (b) approves and recommends to Council the updated HRA revenue budget for 2016/17 as shown in Appendix 1
- (c) approves a rent reduction of 1% in line with draft government legislation as detailed in paragraph 3.7.
- (d) approves service charges and fees as detailed in Appendix 2 and delegates authority to the Acting Executive Director of Environment, Development & Housing to make further amendments to communal service charges and laundry charges (to ensure cost recovery) once notification of new contract prices (from April 2016) has been received.
- (e) approves the capital programme expenditure and financing budget of £43.047 million for 2016/17 and notes the 4 year programme as set out in Appendix 3.
- (f) notes the Medium Term Financial Strategy and 30 year financial projections shown in Appendix 4.
- (g) notes the feedback from Area Panel representatives consultation as detailed in Appendix 5

2.3 That Budget Council:

- (a) approves the updated HRA revenue budget for 2016/17 as shown in Appendix 1
- (b) notes the Medium Term Financial Strategy and 30 year financial projections shown in Appendix 4.

3. HRA BUDGET STRATEGY

- 3.1 The HRA Budget aims to balance the priorities of both the council and council housing residents within the context of the Housing Strategy 2015, and the Corporate Plan 2015-2019 which sets out the overall direction for the council over the next four years. The council's purpose and ambition as a local authority for the city is strong civic leadership, value for money, quality public services and to protect the vulnerable. The Housing Strategy priorities included in developing the HRA revenue budget and capital programme are:

Priority 1: Improving Housing Supply

- Provide more council housing, through the New Homes for Neighbourhoods programme, and use Right To Buy receipts to fund new housing.
- Work with occupational therapists and social workers to ensure that family properties are allocated and adapted in a co-ordinated manner.
- Support households wanting to downsize to increase supply of available family housing.
- Early intervention for families struggling with accommodation including money advice and tenancy support.

Priority 2: Improving Housing Quality

- Continue to promote the highest possible building, space and environmental standards in all new council homes being built to high sustainability levels.
- Continue to improve council housing sustainability standards and maintain 100% achievement of the council's housing stock meeting the Decent Homes Standard and invest in other priorities that promote the health and wellbeing of our residents.
- Continue the annual Warm Homes Healthy People Programme to support vulnerable households.

Priority 3: Improving Housing Support

- Ensure that as services are reviewed, they are accessible and safe for all.
- Improve front facing customer service at Council housing offices.
- Continued investment in specialist tenancy management and support services to support vulnerable council housing residents and work with Community Safety to resolve housing issues and harassment in a timely manner.
- Re-model seniors housing to ensure that it supports the right people and improves social networks and well-being.
- Ensure that adaptations are done at the right time to support people to stay in their homes when they want to.
- Support to people to 'downsize' when they choose and provide a range of options for them and accessible tools to support decision making.
- Continue to renovate seniors housing schemes to convert studios into one bed homes.
- Better links between seniors housing schemes and surrounding communities.
- Ensure new housing development includes community spaces.

HRA REVENUE BUDGET PROPOSALS 2016/17

- 3.2 The HRA is a ring-fenced account which covers the management and maintenance of council owned housing stock. This must be in balance meaning

that the authority must show in its financial planning that HRA income meets expenditure and that the HRA is consequently viable.

- 3.3 Although the HRA is not subject to the same funding constraints as the General Fund it still follows the principles of value for money and equally seeks to drive out inefficiencies and achieve cost economies wherever possible. Benchmarking of both service quality and cost with comparator organisations is used extensively to identify opportunities for better efficiency and service delivery.
- 3.4 The HRA budget for 2016/17 is shown in Appendix 1 with the main budget variations, proposed savings, service pressures and other changes. It should be noted that the savings proposals have increased by a further £0.133m since being reported to Housing & New Homes Committee on 13 January 2016 to reflect the cessation of all support from the HRA to the council's Discretionary Grants Programme. This additional saving has also resulted in a corresponding increase in the revenue budget surplus (shown as Direct Revenue Funding). Both amendments have been updated in the attached Appendices. Therefore, savings of £1.393m have been identified to mitigate the impact of service pressures and include a number of efficiencies, a reduction in responsive repairs expenditure and additional income as detailed in Appendix 1 (note 3). Service pressures of £1.213m are mainly from the proposed Welfare Reform changes being introduced by the Government and are also detailed in Appendix 1 (note 4). The net revenue budget results in a surplus of £23.655 million which is shown as 'Direct Revenue Funding' (within expenditure) which will be used to support the capital programme.
- 3.5 Rents are calculated in accordance with government guidelines. Rent restructuring rules still apply and Target Rents for each property are calculated based on the relative property values, bedroom size and local earnings. Target Rents will be set at the grant of all new tenancies.
- 3.6 For a number of years government guidance in relation to annual rent increases was that increases should be limited to RPI + ½% + £2 per week in order to provide some protection to tenants whose actual rents were increasing to reach the calculated Target Rent. From April 2015 government guidance revised annual increases to Consumer Price Index (CPI) + 1%. This change removed the flexibility of social landlords to increase social rents each year by an additional £2 where rents are below target, resulting in lower annual rental increases over the long term.
- 3.7 In addition, from April 2016, the Welfare Reform and Work Bill 2015/16 proposes that rents should be reduced by 1% per annum for the next 4 years (2016/17 to 2019/20). It is anticipated that this will become legislation and therefore this is reflected in the report. For 2016/17 this represents an average reduction of £0.86 per week, reducing the average weekly rent to £84.79 per week.
- 3.8 Rents are not calculated to take into account any service charges and only include all charges associated with the occupation of a dwelling, such as maintenance of the building and general housing management services. Service charges are therefore calculated to reflect additional services which may not be provided to every tenant or which may be connected with communal facilities rather than to a particular occupation of a house or flat. Different tenants may receive different types of service reflecting their housing circumstances. All current service charges are reviewed annually to ensure full cost recovery and also to identify any service

efficiencies which can be offset against inflationary increases, to keep increases to a minimum. The proposed fees and service charges for 2016/17 are set out in Appendix 2.

3.9 The projected level of reserves at 31 March 2017 is also shown in Appendix 1.

HRA CAPITAL PROGRAMME 2016/17

3.10 The Housing Capital Programme seeks to provide substantial improvement to the council's housing stock and improve the quality of residents' lives in their homes. The implementation of the proposed programme will take account of all relevant best practice guidelines and has been informed from the draft Asset Management Strategy. The proposed programme for 2016/17 and the funding arrangements totalling £43.047 million are shown in Appendix 3. This programme does not include any re-profiling identified from the 2015/16 targeted budget monitoring.

3.11 The Capital Programme is a key part of implementing the main aims of the long-term asset management approach, which aims to maximise investment in homes and neighbourhoods to provide safe, good quality housing and support services, whilst also supporting new housing supply and financial viability for the HRA.

3.12 The council is committed to having robust arrangements in place to help ensure the health and safety of all of those using and visiting the council's assets, to a reasonable level. This is a key responsibility, and as such through the capital programme proposals it is ensured that the investment required is maintained and made available ahead of other investment decisions. This includes good practice procedures and resources to support the management of asbestos, fire risk, legionella, gas and electrical equipment, amongst others.

3.13 The Capital Programme targets investments that will ensure that the HRA maintains, and improves where possible, the quality of housing. The programme will support the delivery of the following commitments:

- To maintain 100% achievement of properties meeting the government's Decent Homes Standard and the local Brighton & Hove Standard over the medium term.
- To ensure that all homes are as suitable as practicable for the needs of their occupants, in line with council policy. For example, there is a substantial investment commitment to providing adaptations, and to reducing overcrowding in the programme.
- To continue working closely with residents to help increase levels of resident satisfaction with the quality of their home.

3.14 Additionally, based on feedback from residents on their priorities, the programme continues the long-term investment of upgrading and modernisation of passenger lifts serving blocks of flats. This programme has been very effective in helping many residents to be able to rely on their lift to be safe, comfortable, and reliable.

3.15 Helping residents to live in well-insulated, efficiently heated, healthy homes remains a key long-term commitment, which is supported through the capital programme. Past progress on achieving this has been consistently good, with national Standard Assessment Procedure (SAP) energy rating performance monitoring being used to benchmark these. Key investments that contribute to

these include installing high efficiency boilers, new doors, windows, insulation and renewable or community energy schemes, where appropriate.

HRA MEDIUM TERM & 30 YEAR FINANCIAL FORECAST

- 3.16 The introduction of self financing in 2012 provided additional resources from the retention of all rental income and, through greater control locally, enabled longer term planning to improve the management and maintenance of council homes.
- 3.17 The medium term and 30 year forecast is provided in Appendix 4 along with the business planning assumptions used for income and expenditure.
- 3.18 Essentially although the financial plan shows that the HRA has healthy financial indicators to borrow to source funding for regeneration and development it is restricted by the self financing cap (or limit) on the amount of HRA borrowing permissible for capital investment by each local authority. This limit is currently set at £156.8m for Brighton & Hove and the outstanding debt reaches its peak in 2023/24 where the borrowing level is £147.4m leaving headroom of only £9.4m.
- 3.19 In addition to the debt cap, the reduction in rental income of 1% per annum (as detailed further in Appendix 4) will also restrict resources available for new build and regeneration so alternative options and delivery mechanisms for funding outside the HRA will be required alongside a review of priorities included in the financial plan.
- 3.20 There are also a number of uncertainties due to impending government legislation which may significantly impact on the long term health of the financial plan such as:
- Housing & Planning Bill – requirement to sell off high value homes when they become vacant with the capital receipts pooled by government and redistributed to Housing Associations.
 - Welfare Reform – roll out of universal credit, reduction in tax credits, single room rates for under 35's in social housing and benefit cap to £20,000 per annum, all of which will impact on tenants' ability to pay their rent.
 - Welfare Reform & Work Bill 2015 – proposal that households earning more than £30,000 per annum will be subject to rents charged at market rate. This may result in an increase in right to buys, greater administration costs and possibly an increase in bad debts. Any additional rental income will not be retained by the council but returned to the Government for redistribution to Housing Associations to fund their RTB discounts.
 - Uncertainty of future rent policy after 2019/20.
- 3.21 The 30 year financial plan will be further updated in 2016 to reflect the impact of the changes resulting from government legislation, once the detail is known, and the 2016/17 budget proposals. This will enable a review of future opportunities for additional investment in existing housing stock and building new homes and also how the housing debt could be structured to accommodate these plans or possibilities.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 The budget process allows all parties to engage in the scrutiny of budget proposals and put forward viable alternative budget proposals to Budget Council on 25 February 2016. Budget Council has the opportunity to debate both the proposals recommended by Policy & Resources Committee at the same time as any viable alternative proposals.
- 4.2 The Welfare Reform and Work Bill 2015/16 will set a statutory requirement to set the rents at 1% less than the previous year for 2016/17.

5. COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 Involvement of our residents in service delivery and priorities is a key focus for Housing. Ongoing consultation with tenants and leaseholders takes place throughout the year in a number of forums and settings.
- 5.2 All Area Panel representatives and chairs have been sent a letter explaining the budget proposals. This summarised the various components including the details of the proposed savings and how the savings would be reinvested back into the service, the 1% rent reduction and advised on contact details if further information or clarification was sought.
- 5.3 Residents and leaseholders have helped shape the Asset Management Strategy through a series of discussion events chaired by the interim Head of Housing, with their views forming a key part of the strategic direction of future services and investment. Separate consultation sessions were held with leaseholders, residents in houses, and residents in flats.
- 5.4 Generally, feedback from the consultation sessions included wanting to prioritise investment in the exterior repair of buildings and common parts, such as decorations in stairwells and lighting, with the aim of achieving a more consistent standard across the city. This is now being reflected and supported through the capital programme proposals. Additionally, at a more strategic level, feedback was that generally the focus for investment should be mainly on improving the quality of the existing housing stock, and ensuring that all housing should be of a good standard, and well insulated, to help with fuel costs. The draft Asset Management Strategy overview was also presented and discussed at the November Home Service Improvement Group meeting. The Asset Management Strategy will be considered by Area Panels early in the new year.
- 5.5 Feedback from City Assembly and Area Panels has in the past led directly to prioritisation of budgets, including bringing forward significant additional investment in the lift programme. Input from various service improvement groups has also contributed to various savings considerations, for example suggestions from Tenancy Group will lead to reduced expenditure on fly tipping. The Business & Value for Money service improvement group have reviewed potential income streams for Housing including maximising commercial rents.
- 5.6 The Home Group have also been involved in on-going discussions and review of the HRA capital programme. Members of this group sit on the Core Group who are closely involved in monitoring repairs budget linking directly to savings and budget proposals. The Home Group have also been closely involved in selection

of the proposed new gas contractor, with residents assessing their approach to engaging with customers and managing communications.

- 5.7 In addition to the consultation detailed above, at the request of Housing & New Homes Committee a further consultation exercise was undertaken on 26 January 2016 with Tenant Representatives and interested elected parties. This consultation provided attendees with the opportunity to ask any questions on the revenue and capital budget proposals and to provide feedback on the key issues and priorities including their thoughts on future consultation for the 2017/18 Budget. The key themes of the feedback are detailed in Appendix 5.
- 5.8 All leaseholders have been, or will be, consulted about individual contracts carried out as part of the programme in full compliance with the Commonhold and Leasehold Reform Act 2002.

6. CONCLUSION

- 6.1 The Local Government and Housing Act 1989 requires each local authority to formulate proposals relating to income from rent and charges, expenditure on repairs, maintenance, supervision and management, capital expenditure and any other prescribed matters in respect of the HRA. In formulating these proposals using best estimates and assumptions, the Authority must set a balanced account. This budget report provides a capital programme, breakeven revenue budget and recommends rent proposals in line with current government guidance.
- 6.2 This report also provides the latest medium and long term forecast for the HRA. However there are a number of uncertainties due to impending government legislation which mean that the current forecasts should be treated with caution.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 The financial implications are contained within the main body of the report.

Finance Officer Consulted: Sue Chapman *Date: 11/12/15*

Legal Implications:

- 7.2 Paragraphs 3.2 and 6 of the report set out the legal requirements for the Housing Revenue Account. In its role as landlord, the Council has statutory and contractual obligations to maintain the structure of, and installations in, its housing stock. The HRA Capital Programme and Funding measures outlined in Appendix A will assist the council in fulfilling those obligations. The Council must take the Human Rights Act into account when making decisions but it is not considered that any individual's Human Rights Act rights would be adversely affected by the recommendations in the report.

Lawyer Consulted: Liz Woodley *Date: 15/12/15*

Equalities Implications:

- 7.3 The HRA budget funds services to people with special needs resulting from age, vulnerability or health. All capital programme projects undertaken include full consideration of various equality issues and specifically the implications of the Equality Act. To ensure that the equality impact of budget proposals are fully considered as part of the decision making process, equality impact assessments have been developed on specific areas where required.

Sustainability Implications:

- 7.4 The HRA budget will fund a range of measures that will benefit and sustain the local environment. This capital programme supports the affordable warmth and fuel poverty strategy brought forward from Public Health. Housing is a key contributor to the Carbon Emissions reductions commitments and will help to reduce the number of residents affected by fuel poverty and rising energy costs.
- 7.5 Project briefs are issued on all capital projects and require due consideration of sustainability issues, including energy conservation and procurement of materials from managed and sustainable sources.

Any other Significant Implications:

- 7.6 Financial risks have been assessed throughout the development of the council's HRA annual budget and 30 year financial model. A number of key sensitivities and scenarios are modelled to ensure that the service understands the business impact of decision making and include areas such as:
- Impacts of the government's Housing & Planning Bill and Welfare Reform legislation;
 - Inflationary risk where expenditure inflation is greater than income, particularly with the current reduction in rental income over the next four years;
 - Managing interest rate fluctuations and the debt portfolio;
 - Long term capital and maintenance responsibilities compared with available resources;
 - Balancing regeneration and redevelopment needs with tenants priorities.

SUPPORTING DOCUMENTATION

Appendices:

1. Appendix 1: HRA Revenue Forecast Outturn 2015/16 and Budget 2016/17
2. Appendix 2: Fees and Service Charges 2016/17
3. Appendix 3: Capital Programme and Funding 2016/17 – 2019/20
4. Appendix 4: HRA Medium Term Financial Strategy & 30 Year Financial Forecast
5. Appendix 5: Consultation feedback from Area Panel representatives (26 January 2016)

Documents in Members' Rooms

None

Background Documents

1. 2016/17 Housing Revenue Account Working Papers

	2015-16	2015-16	Budget Changes				2016-17
	Forecast Outturn (1) £'000	Adjusted Budget £'000	Inflation (2) £'000	Savings (3) £'000	Service Pressures (4) £'000	Other Changes (5) £'000	Original Budget £'000
SUBJECTIVE ANALYSIS							
Employee	7,913	8,320	81	(453)	259	21	8,228
Premises - Repairs	10,538	11,146	85	(300)	0	(327)	10,604
Premises - Other	2,742	2,838	27	(84)	42	87	2,910
Transport	133	146	1	(19)	0	7	135
Contribution to Bad Debt Provision	394	324	0	0	50	0	374
Supplies & Services	2,434	2,420	17	(51)	100	163	2,649
Third Party Payments	135	183	4	(30)	0	0	157
Support Services - From Other Departments	2,478	2,515	0	(351)	0	(70)	2,094
Direct Revenue Funding	23,819	22,768	0	0	0	887	23,655
Capital Financing Costs	8,236	8,341	0	0	0	22	8,363
Total Expenditure	58,822	59,001	215	(1,288)	451	790	59,169
Rents Dwellings	(51,249)	(51,089)	0	0	696	0	(50,393)
Rents Car Parking / Garages	(869)	(938)	0	0	46	(100)	(992)
Commercial Rents	(531)	(537)	(11)	0	0	0	(548)
Service Charges	(6,710)	(6,098)	(26)	(105)	20	(677)	(6,886)
Other Income, Recharges & Interest	(337)	(339)	(6)	0	0	(5)	(350)
Total Income	(59,696)	(59,001)	(43)	(105)	762	(782)	(59,169)
DEFICIT / (SURPLUS)	(874)	0	172	(1,393)	1,213	8	0
OBJECTIVE ANALYSIS							
Capital Financing	32,022	31,077	0	0	0	908	31,985
Head of Housing	3,481	3,491	3	(241)	2	(8)	3,247
Head of Regeneration	227	290	3	(37)	5	4	265
Housing Strategy	536	524	5	0	140	(4)	665
Housing Support	245	257	3	0	3	(1)	262
Income, Inclusion & Improvement	(50,415)	(49,547)	8	(385)	884	(614)	(49,654)
Property & Investment	11,500	12,024	86	(358)	21	(201)	11,572
Tenancy Services	1,530	1,884	64	(372)	158	(76)	1,658
DEFICIT / (SURPLUS)	(874)	0	172	(1,393)	1,213	8	0

Notes:

- (1) Significant variances in the Targeted Budget Management Forecast Outturn as at Month 9 for 2015/16 are shown in the table below:

HRA Forecast Outturn as at Month 9	£'000
Vacancy management savings throughout the service are partly offset by additional costs in relation to Homemove and Adaptations staff attributable as chargeable to the HRA	(453)
The spend on routine repairs has reduced due to a reduction in the number of council dwellings and also in the increased levels of capital investment over the past few years	(571)
A review of the funding of the capital programme, in light of the overall revenue forecast underspend, has resulted in an increased contribution of £1.100m from revenue surpluses to fund the capital programme rather than undertaking borrowing. This is partly offset by reduced interest charges of £0.105m	995
Rents are forecast to overachieve the income budget	(85)
Leaseholder Services and Major Works are forecast to overachieve income by £0.661m due to the timing of capital works meaning more was rechargeable in 2015/16 than was estimated	(661)
Forecast underspend for the tenants transfer incentive scheme	(50)
Other minor underspends	(49)
TBM Month 9 Variance	(874)

- (2) Inflation of 1% Inflation has been applied to Direct Employees, Premises, Transport and Supplies & Services. All income budgets are zero-based (that is they are recalculated each year rather than changing incrementally) and therefore charges are estimated based on known increases in costs or inflation.

- (3) Savings include:

Savings	£'000
Tenancy Management and Services staff efficiencies (7.85fte) and full year effect of 2015/16 savings in Property & Investment	(291)
Estate Regeneration team service redesign	(30)
Reduction in agency costs from end of back scanning project	(125)
Responsive Repairs savings (achieved in 2015/16) from increased proactive investment in stock and a reduction the number of homes	(300)
Gas contract – reduction in consumption coupled with a reduction in the unit price for gas from October 2015	(93)
Consultancy/Professional Services and Supplies	(95)
Reduction in general fund support services charges (£0.129m), community grants (£0.145m) & funding for Play Bus Service (£0.080m)	(354)
Intensive Housing Management Service Charge income	(105)
Total Savings	(1,393)

(4) Service Pressures include:

Service Pressures	£'000
Homemove and Adaptations staff costs attributable to the HRA	140
Increase in Employers Pay Contributions	119
The unit cost of electricity is estimated to increase by 22% in April 2016. (Partially offset by recovery from service charges)	42
Impact of Welfare Reforms - increased contribution to bad debt provision and Discretionary Housing Payments	150
Reduction in rental income (mainly from the 1% reduction in rents)	696
Other minor income pressures	66
Total Service Pressures	1,213

(5) Other Changes include:

Other Changes	£'000
Accounting adjustment - reallocation of Mears overheads costs from revenue responsive repairs to capital schemes	(300)
Park Royal Leasehold Service Charge payments for management and maintenance	130
Additional Direct Revenue Funding – increase in revenue surpluses to fund the capital programme	887
Estimated Increase in Leaseholders Service Charges for major works	(698)
Other minor variances	(11)
Total Other Changes	8

PROJECTED RESERVES AT 31 MARCH 2017

Description	Balance at 1 April 2015 £'000	Projected Balance at 31/3/2016 £'000	Projected Balance at 31/3/2017 £'000	Use
Revenue reserves - Working Balance	3,000	3,000	3,000	Retained to cover unforeseen pressures in year
Usable revenue reserves	2,228	2,002	1,731	Available for use
Capital Reserves	463	0	0	Fund 2015/16 Capital Programme.
Estate Development Reserves	599	599	500	Unspent budget allocation from previous years.
HRA Auto Meter Reads Reserve	45	45	45	Available to fund costs of AMR's.
HRA - Renewable Energy Projects	397	0	0	Fund 2015/16 Capital Programme.
Restructure Redundancy Reserve	388	388	388	Earmarked reserves.

HRA FEES AND SERVICE CHARGES 2016/17
APPENDIX 2

All fees and service charges are reviewed annually to ensure full cost recovery and also to identify any service efficiencies that can be offset against inflationary increases to keep increases to a minimum. Proposed fees and service charges for 2016/17 are detailed below.

Service Charges Eligible for Housing Benefit:

Eligible for Housing Benefit	Number of Tenants Affected	Approx. Number not Eligible for HB	2015/16 Average Weekly Charge	2016/17 Average Charge £	2016/17 Average increase/ (decrease) per week £ / %	Comments
Grounds Maintenance	5,550	1,530	£0.66	£0.67	£0.01 2%	Contractual increase from City Parks
Communal cleaning	5,739	1,689	£2.78	£2.78	Nil	Full cost recovery without increasing charges because of efficiencies made within this service.
TV Aerials	5,673	1,578	£0.76	£0.76	Nil	No change
Seniors Housing – common ways	854	108	£8.84	£9.46	£0.62 7%	Increases reflect improved new fire alarm contract, revised cleaning contract and estimated increases in electricity costs of 22 % reflecting the end of a 3 year fixed term contract. Increases will be capped at £2 per week and those four blocks with increases calculated above £2 will be reviewed further.
Seniors Housing - laundry	828	92	£1.33	£2.00	£0.67 50%	New contract pending, estimated charge but maybe subject to slight variation once further information is available.
Video Entry	12	3	£0.96	£0.96	Nil	No change.
Seniors Intensive Housing Management	817	94	£17.49	£19.92	£2.43 13.9%	As agreed in 14/15 budget report – 3rd phase of new charge.
Electricity – communal ways	5,368	1,614	£1.01	£1.11	£0.10 9.9%	Based on 22% increase in average unit price for electricity and new estimates for consumption. Tenants will see larger or smaller increases, depending on consumption in their block.
Lift Servicing and maintenance	2,383	580	£0.85	£0.77	(£0.08) (9.4%)	An increase in lift installations (with 3 year warranties) has resulted in fewer repairs and vandalism works.

Service Charges & Fees Not Eligible for Housing Benefit

Not Eligible for Housing Benefit	Number of Tenants Affected	2015/16 Average Weekly Charge	2016/17 Average Charge £	2016/17 Average increase/ (decrease) per week £ / %	Comments
Communal heating – gas	1,070	£8.74	£7.89	(£0.85) (9.73%)	Based on estimated consumption for 16/17 and the new lower unit price for gas from October 2015.
Communal heating – electric	78	£8.92	£10.95	£2.03 22.7%	This increase is based on recovery of electricity costs for these two sites and an estimated increase of the cost of electricity of 22%. Residents in Elwyn Jones Court will see an increase of 24% and those in Broadfields, 7%.
Water	135	£3.68	£3.75	£0.07 2%	Based on recovery of costs and estimated increases by Southern Water of 2%.
Guest rooms	n/a	£8.80 per night	£15 per night	£6.20 70%	Increase to ensure cost recovery.
Garages & Car Parking Residents Non Residents	2,453	£8.95	£9.13	£0.18 2% 26%	Inflationary increase applied to residents charges. Non residents charges will be increased to recover business rates which are now payable for these spaces. Charges will vary depending on parking zones and associated business rates.
Mobility Scooter Storage	23	£2.50	£2.50	Nil	No change
Bicycle Storage	9	n/a	£1.50	n/a	New charge introduced for new build schemes based on estimated capital investment and future repair costs.

	Budget 2016/17	Provisional Budget 2017/18	Provisional Budget 2018/19	Provisional Budget 2019/20	Description
CAPITAL EXPENDITURE	£'000	£'000	£'000	£'000	
Improving Housing Quality					
Door Entry Systems & CCTV	677	697	622	409	Some door entry systems are near the end of their serviceable life, with spare parts difficult to source.
Water Tanks, Ventilation, Lighting & Lightning Protection & Fire Alarms	848	709	583	482	Projects help ensure safety and welfare for residents through a replacement and improvement programme.
Lifts	943	1,379	1,076	822	The lift replacement and upgrade programme is a long-term commitment to BHCC residents.
Fire Safety & Asbestos Management	400	374	364	341	Effectively managing the risks of both fire and asbestos materials is an ongoing need.
Minor Capital Works	221	222	262	264	Investment in smaller capital repairs across the HRA stock as well as car park and garages.
Roofing	1,232	1,245	1,253	1,262	Helps to extend the life of assets, improves insulation, and reduces responsive repairs.
Condensation & Damp Works	677	685	688	694	Welfare of residents is improved by tackling the causes of mould growth in properties
Major Structural Works	3,181	3,507	3,170	1,676	To maintain the structural and general external integrity of properties.
Major Empty Property Works	258	249	251	252	Extensive refurbishment of empty homes prior to re-letting.
Cyclical Decorations	3,923	3,585	2,855	2,752	External and common way repairs and decorations across the city help reduce ongoing costs.
Future Capital Projects	50	50	44	44	Specialist and other surveys to support future programmes.
Brighton & Hove Standard Works					
Dwelling Doors	431	436	401	404	Replacing doors to properties with secure and efficient design helps residents feel safer.
Kitchens & Bathrooms	1,725	1,682	1,629	1,578	This budget helps to ensure homes comply with the Brighton & Hove Standard.

	Budget 2016/17	Provisional Budget 2017/18	Provisional Budget 2018/19	Provisional Budget 2019/20	Description
Rewiring - Domestic/ Communal	1,786	1,806	1,690	1,579	Safe and reliable electrical installations and efficient lighting are supported from this budget.
Windows	1,355	1,245	1,253	1,262	Window replacement programmes improve energy efficiency, warmth and reduce ongoing repair costs.
Sustainability & Carbon Reduction					
Home Energy Efficiency & Renewables	521	253	253	254	Includes solar panels as well as other home energy efficiency and renewable projects.
Domestic/Communal Heating Improvements	2,022	2,956	2,956	2,957	Efficient and modern replacement heating systems reduce carbon emissions and residents fuel costs
Insulation Improvements	50	63	1,702	1,717	Also includes overcladding. Improving insulation levels in buildings reduces mould growth and heating costs.
Tackling Inequality					
Estate and Environmental Improvements	500	300	300	300	Residents are able to prioritise smaller projects through this continuing and well supported budget
Disabled Aids & Adaptations	1,150	1,150	1,150	1,150	This budget supports residents living in their homes for longer
Conversions & Extensions	739	747	752	757	Tackling overcrowding across the city is of key importance to ensure good quality housing
Conversions of existing bed- sits	1,216	1,080	1,077	1,086	Improving dwellings' layout in several seniors housing schemes will meet modern standards.
Other					
ICT Budget	50	80	50	50	Supports Housing IT projects
Total Investment in Existing Housing Stock	23,955	24,500	24,381	22,092	

	Budget 2016/17	Provisional Budget 2017/18	Provisional Budget 2018/19	Provisional Budget 2019/20	Description
Building New Council Homes					
Brooke Mead Extra Care	4,355	0	0	0	Started on site in 2015/16, total scheme budget is £12.0m
Infill sites - Manor Place	1,292	0	0	0	South block due for completion Feb/March 2016; North block to start then; total scheme budget is £2.8m.
Garage Sites - Guinness	1,095	0	0	0	The majority of Garage Site schemes started on site in 2015/16, total scheme budget is £5.8m
Findon Road (Former Library)	8,100	5,000	0	0	Approved 2015/16, total scheme budget £14.1m
Design competition	1,000	0	0	0	Shortlisting completed, consultation in progress.
Feasibility & Design	250	0	0	0	Allows progression of future development projects.
Selsfield Drive	2,000	5,000	0	0	Feasibility approval expected in March 2016.
Wellsbourne	1,000	5,200	0	0	Planning decision expected in 2016.
Total Building New Homes	19,092	15,200	0	0	
TOTAL CAPITAL EXPENDITURE	43,047	39,700	24,381	22,092	
PROGRAMME FUNDING					
Direct Revenue Funding	23,655	24,871	24,381	22,092	Funding from revenue surpluses
Borrowing	12,892	10,549			Borrowing required mainly for new build development
HRA reserves	771	800			Useable revenue and capital reserves
Capital Receipts	4,349	3,300			Retained RTB receipts for new build
HCA Grant	1,200				HCA Grant for Brooke Mead
Energy Grants / Feed In Tariffs	180	180			Funding received to support sustainability and carbon projects.
TOTAL FUNDING	43,047	39,700	24,381	22,092	

Medium Term

The Medium Term Financial revenue position provides a cumulative surplus of £98.866m that can be used to support the delivery of the capital programme during this period. When compared to last years MTFS there is a significant reduction in the revenue surplus available due to the 1% reduction in rents, a total reduction of £14.15m over 4 years. However this has been partly mitigated by accumulated efficiency savings identified over the same period totalling of £8.214m (which are £1.393m in 2016/17, £0.557m in 2017/18, £0.357m in 2018/19 and £0.257m in 2019/20).

	2016/17	2017/18	2018/19	2019/20
	£'000	£'000	£'000	£'000
Expenditure				
Management & Service costs	15,409	15,338	15,235	15,286
Repairs and maintenance	10,604	10,706	10,874	11,146
Other costs	1,138	1,149	1,161	1,176
Borrowing costs	8,363	9,626	7,362	7,238
Total Expenditure	35,514	36,819	34,632	34,846
Income				
Rental Income	50,393	50,545	50,613	49,931
Service Charges (tenants)	3,441	3,510	3,580	3,652
Other Income	5,335	7,635	6,011	6,031
Total Income	59,169	61,690	60,204	59,614
Net Surplus	23,655	24,871	25,572	24,768
Allocated to:				
Direct Revenue Funding	23,655	24,871	24,381	22,092
Reserves	0	0	1,191	2,676

30 YEAR FINANCIAL FORECAST

Introduction

The introduction of self financing provided local authorities with the opportunity to develop longer term planning to improve the management and maintenance of council homes. The government's self financing valuation agreed at April 2012 was based on using the rent restructuring formula with increases set at RPI + ½% + £2 per week and was set at a level to provide a balanced business plan over the next 30 years.

Since then the Government has imposed two changes to the rent calculation which both result in significant reductions in future rental income. From April 2015, government guidance revised annual increases to Consumer Price Index (CPI) + 1%. This change removed the flexibility of social landlords to increase social rents each year by an additional £2 where rents were below target, resulting in lower annual rental increases over the long term. From April 2016, the Welfare Reform and Work Bill 2015/16 proposes that rents should be reduced by 1% per annum for the next 4 years (2016/17 to 2019/20). This proposed reduction in rents by 1% per annum will reduce resources by £14.1m over that four year period with a cumulative reduction in resources of £223m over 30 years when compared to previous business planning assumptions.

The current financial plan projections shown below continue to provide a balanced business plan but there is less opportunity than before for regeneration and new investment within the HRA due to the significant reductions in rental income projections. The current plan projections should also be viewed with caution due to the uncertainties from impending government legislation not yet modelled in the plan, which may significantly impact further on the long term health of the financial plan such as:

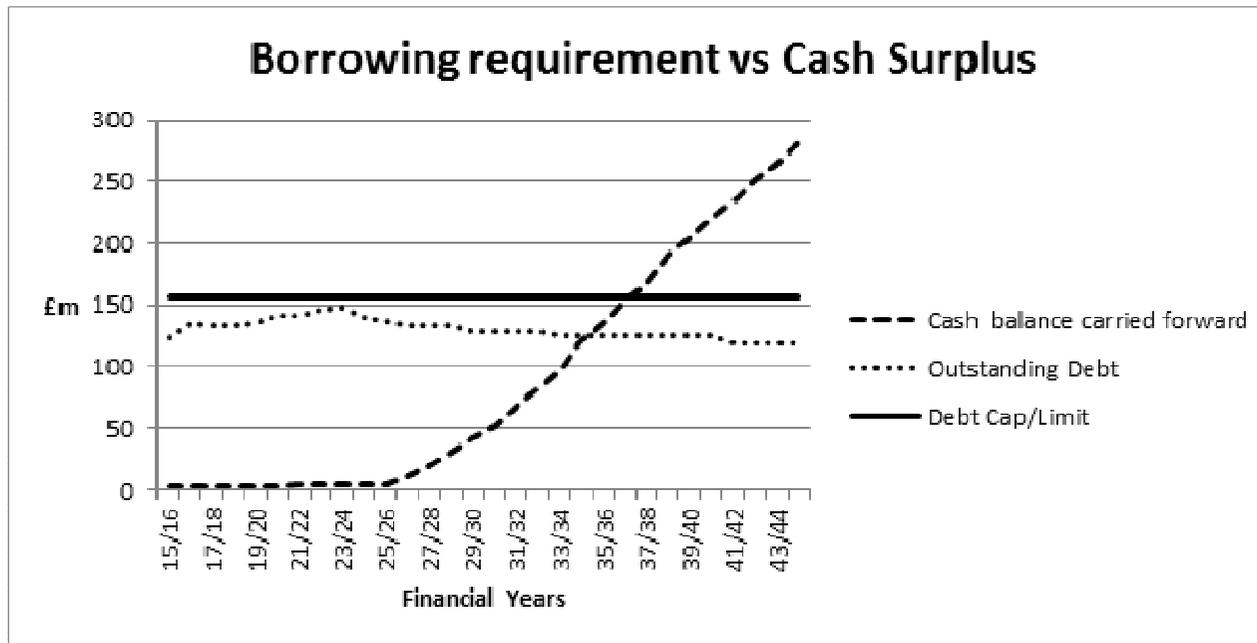
- Housing & Planning Bill – This bill includes a requirement to sell off high value homes when they become vacant and pay the capital receipt to government for redistribution. These properties are likely to be those that contribute most financially to the overall surpluses over 30 years. The full details of this scheme are not yet available to inform business planning.
- Welfare Reform & Work Bill 2015 – This bill includes a proposal that households earning more than £30,000 per annum will be subject to rents charged at market rate with the additional income being paid to central government for redistribution to Housing Associations. This may result in an increase in right to buys, greater administration costs and possibly an increase in bad debts. A significant reduction in the number of homes through increased right to buy sales may also include those properties that contribute most financially to the overall surpluses over 30 years.
- Welfare Reform – The roll out of universal credit, reduction in tax credits, single room rates for under 35's in social housing and reduction in benefit cap to £20,000 per annum will all impact on tenants ability to pay their rent. The assumptions used for bad debts and voids may need increasing resulting in a loss of projected income.
- Uncertainty of future rent policy after 2019/20. It is not clear at this stage whether the rent policy will revert to the previous policy of increases capped at CPI + 1% or something entirely different.

The 30 year financial plan will continue to be updated to reflect the impact of the changes resulting from government legislation and the 2016/17 budget proposals. This will enable a review of future opportunities for additional investment in existing housing stock and building new homes both within the HRA and through alternative delivery models.

Forecast

The net position of the financial forecast is shown in the graph below. The cash surplus over the period of the financial plan totals £284.4m. Assuming that no additional borrowing repayments are made over the life of the plan aside from those planned in the current loan schedule, the debt outstanding in year 30 is £119.2m. The cash surpluses equal outstanding debt by year 20 and this provides an indication that in the long term, based on current assumptions, the HRA maintains a balanced position with some surpluses.

Essentially, although the financial forecast shows that the HRA has healthy financial indicators to borrow to source funding for regeneration or development it is restricted by the self financing debt cap (or limit). This is a government restriction on the amount of HRA borrowing permissible for capital investment by each local authority. The cap for Brighton & Hove is £156.8m. The outstanding debt reaches its peak in 2023/24 where the borrowing level is £147.4m leaving headroom of only £9.4m. Therefore, alternative delivery models outside of the constraints of the HRA may need to be considered in the future alongside a review of priorities included in the financial plan.



Note: Cash balance carried forward is net revenue surpluses generated after funding the capital programme.

The 30 year financial forecast has been developed based on the following assumptions:

- A general inflation of CPI assumed as an average of 1.4% for years 2 to 10 and 2% thereafter.
- Revenue repairs and maintenance costs are assumed to increase by 2.5% throughout the plan.
- Right to buy sales are assumed to continue at an average of 40 sales per annum.
- The forecast currently includes approved schemes only, totalling 209 new homes. There is no allowance for any future regeneration schemes or new build schemes.
- The forecast assumes that all stock is fully maintained to the Brighton & Hove Standard with capital investment costs increasing by CPI with a 5% uplift in year 6.
- Rents are assumed to decrease by 1% per annum for the next four years and then revert to the previous policy of increases capped at CPI plus 1%. The CPI assumptions used provides total inflationary increases of an average of 2.6% for years 5-10 and 3% per annum for years 11-30.

The following table provides a summary of the 30 year income and expenditure flows.

30 Year Forecast	Years 1 -5 £'000	Years 6-10 £'000	Years 11-20 £'000	Years 21 -30 £'000	Total £'000
Revenue expenditure:					
Management costs	56,897	58,259	131,421	154,355	400,932
Service costs	17,047	19,133	47,559	63,487	147,226
Repairs and maintenance	55,228	63,281	149,168	185,205	452,882
Other costs	5,844	6,186	14,343	17,484	43,857
Bad debt provision	1,955	1,991	4,273	4,638	12,857
Capital repayments	41,360	54,335	76,597	62,070	234,362
Total Expenditure	178,331	203,185	423,361	487,239	1,292,116
Revenue income:					
Rental income (net of voids)	252,347	265,374	644,311	834,224	1,996,256
Service charges	17,047	19,133	47,559	63,487	147,226
Other income	16,472	17,093	38,905	47,424	119,894
Leaseholder income	14,365	11,633	11,447	15,172	52,617
Total income	300,231	313,233	742,222	960,307	2,315,993
Net revenue income	121,900	110,048	318,861	473,068	1,023,877
Capital expenditure					
Capital investment	131,636	135,093	203,477	309,982	780,188
New build schemes	47,605	0	0	0	47,605
Total capital expenditure	179,241	135,093	203,477	309,982	827,793
Capital funding					
Other capital income	27,065	0	0	0	27,065
Borrowing	30,889	27,337	0	0	58,226
Revenue contribution to capital	121,900	110,048	318,861	473,068	1,023,877
Total funding	179,854	137,385	318,861	473,068	1,109,168
Opening HRA reserves	3,000	0	0	0	3,000
Cash surplus at year 30	3,613	2,292	115,384	163,086	284,375

Invest to save

- More support for downsizing.
- Deal with fraud both by tenants and contractors.
- More training for resident involvement.
- Sylvan Hall, cost benefit, routine inspections and clearing of gutters.
- Invest preventively to stop problems escalating and save money.

Housing stock suggested priorities

- Internal decoration.
- Better stock condition inspections and assessment of properties across the city.
- Challenges to maintaining old stock (balancing and deciding between maintaining old stock or demolish and rebuild), maintenance, as well as external 'Decent Homes'.
- Ageing stock, longer term costs more.
- Repairs, build quality, energy efficiencies, new tenancies.
- Provision for mobility scooters.
- Regular cleaning of roofs.

Tenancy

- Anti-social behaviour and benefit fraud need to be acted on as soon as possible.
- No secure tenancies for proven Anti Social Behaviour residents.
- Stick to 6 months tenancy start and act on complaints from neighbours within those 6 months.

Value for Money

- Cost of responsive repairs contract.
- Instigate proper procedures to protect money paid to contractors so no overpayments are made.
- Don't pay for jobs until work checked.
- Listen to tenants repair requests, make it easier to get a job done and have them checked before payment is made.
- Money wasted poor communication results in incorrect or incomplete repairs information / appointments.
- Right to buy should only be available to residents of 20 years or more.

- Bedroom tax – is it sustainable?
- Rents for fully employed household should be in line with general rents.
- Encourage leaseholders to purchase freehold where all occupiers are leaseholders.
- Keep community grants.
- Support playbus redirection.
- Object to redirection in EDB.
- Money wasted on unnecessary stripping of empty properties.
- Ensuring improvement in recharging.
- Refunds need to be faster.
- Guest room increase to £15 who has the money?
- More use of email.

Housing Supply

- New housing provision for specific age groups: 18+, elderly, families, disabled, care leavers, homeless.
- Common sense health and safety: consultation during planning for new builds.
- Nothing in the strategy about senior housing, more provision needed.
- Need for high quality sheltered schemes.
- Concern about the cost of new build 80% of market rent.
- Supply housing needed – and need to cultivate residents to take care of and improve the environment
- When giving planning permission make 100% sure that affordable and social housing is included.
- % increase of affordable housing.
- Request for new housing stock numbers.

Communication

- Asking residents for their feedback about property priorities regularly.
- There should be more consultation with individual Tenant Representative Associations.
- Reps are not informed about Estate Inspections in time; most of the information is online which is not accessible for some.
- Look at the basics and listen to the area reps.
- Complaints department needs to listen and act, complaints procedure takes too long.

- It looks and feels like the decisions have already been made, why are we here?
- This is not a consultation; we do not have enough time to talk issues through.

September 2016 consultation for 2017/18 Budget

- Smaller groups are good with more interactive exercises.
- Workshops with smaller groups.
- Break discussions down into smaller pieces with ongoing discussion.
- Please give lots of notice so more residents can be involved.
- Information to be given sooner to enable discussion / digestion.
- Welcome September idea for earlier involvement.
- Appreciate starting consultation in September.
- Better communications earlier.
- Paperwork beforehand.
- Signposting to reports.
- Better / earlier comments and sign post and support consultation in September.
- Compare with previous figures why things changed ie. Budget.
- Priorities of capital programme explained better.
- Compare previous years spend.
- Bigger venue.
- PA system.
- Time about right.
- Use the points from today.
- Include Vice Chairs and committee members.
- Consultation with all groups.
- Housing Management Consultative Sub Committee.

Subject:	Capital Resources and Capital Investment Programme 2016/17		
Date of Meeting:	11 February 2016		
Report of:	Acting Director Finance & Resources		
Contact Officer:	Name:	James Hengeveld	Tel: 29-1242
		Rob Allen	29-1245
	Email:	james.hengeveld@brighton-hove.gov.uk	
		rob.allen@brighton-hove.gov.uk	
Ward(s) affected:	All		

Note: The special circumstances for non-compliance with Access to Information Procedure Rule 5 and Section 100B(4) of the Local Government Act 1972 are that officers were awaiting critical information about the final Local Government Grant Settlement for 2016/17 from the Department for Communities and Local Government (CLG). This final information was not released by 4 February 2015 and therefore amendments to the budget as a result of any changes to the local government finance settlement will now be included in the Supplementary Budget Report to Budget Council.

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT:

- 1.1 The purpose of the report is to inform Policy & Resources Committee of the level of available capital resources in 2016/17 to enable the committee to propose a Capital Investment Programme for 2016/17 to Budget Council. The capital programme is set in the context of the Medium Term Financial Strategy. The proposed programme results in £142.4m of investment in council services next year.
- 1.2 In December 2014 and February 2015, the Government confirmed a number of capital allocations within the Local Government Capital Finance Settlement for 2016/17 and there have been no changes announced to these allocations. Some indicative allocations for the following years 2017/18 to 2020/21 were also announced. All capital allocations from the Government now come in the form of capital grants.
- 1.3 This report includes the appropriate use of revenue contributions and general reserves to support capital investment and should be read in conjunction with the General Fund Revenue Budget and Council Tax 2016/17 and the Housing Revenue Account Budget 2016/17 reports elsewhere on the agenda.

2. RECOMMENDATIONS:

To recommend to Council the following: –

- 2.1 The Capital Investment Programme for 2016/17 in appendix 1.
- 2.2 To note the estimated capital resources in future years as detailed in appendix 1.
- 2.3 To allocate £0.25m resources in 2016/17 for the Strategic Investment Fund for the purposes set out in paragraph 3.18.
- 2.4 To note the £2.0m for the ICT fund for investment into the Customer First in a Digital Age strategy.
- 2.5 To allocate £1.0m for the Asset Management Fund.
- 2.6 The proposed use of council borrowing as set out in paragraph 3.36 and appendix 3.

3. CONTEXT/ BACKGROUND INFORMATION

- 3.1 The capital programme is funded through a combination of government grants, borrowing, capital receipts and reserves, external contributions and revenue contributions. Over the last 3 years the level of other capital receipts received by the council has risen as a result of an upturn in the property market and a concerted effort to review the surplus and non core assets within the council including those associated with the Workstyles phases under the council's modernisation programme. A number of sites have been identified and approved for disposal which will support the delivery of new investment such as the Workstyles Phase 3 project. Sites recently sold include 76-80 Buckingham Road, Eastbrook Farm, Patcham Place, Hove Park Depot and other vacant corporate properties. Projected disposals include Kings House, 251-253 Preston Road and Patcham Court Farm. During 2013/14 through to 2015/16 the number of council house sales has risen and are estimated to continue at similar levels for the next 3 years.
- 3.2 The council has been successful in attracting new grants and working with partners to generate other resources to enable a programme of just over £142.4m to be proposed. Grants have been awarded from the Heritage Lottery Grants (HLF) and Arts England Council to support the Royal Pavilion Estates Regeneration project plus funding from the HLF to support the Stanmer Estate Restoration Project and the Volks Railway. Successful bids were made during 2015/16 to the Highways Infrastructure Fund for much needed investment at the Shelter Hall. A number of bids have been made throughout the region as part of the Greater Brighton City Region and funding has been agreed through the Local Growth Fund to support investment directly within the city including funding for Valley Gardens phase 1, 2 and 3, Bike Share, Intelligent Transport System, Preston Barracks Central Research Laboratory and the Circus Street Development.
- 3.3 The agreed policy of the council is to set a fully funded Capital Investment Programme for 2016/17 dependent upon the achievement of certain capital

receipts. Forecast levels of capital receipts for the next few years are sufficient to cover proposed allocations in the capital strategy assuming receipts from the sales of properties mentioned in paragraph 3.1 are achieved.

Capital Investment Programme

- 3.4 A proposed Capital Investment Programme for 2016/17 together with the impact in future years, by project, is shown at appendix 1 to this report. The latest capital budget re-profiling arising from the 2015/16 capital programme detailed in the Targeted Budget Management (TBM) 9 report elsewhere on the agenda is incorporated into the 2016/17 programme and will be finalised when the capital accounts are closed in May 2016. The re-profiling is funded from resources carried forward from earlier years.
- 3.5 The financial implications of individual projects are included in the detailed reports that are submitted by services for each project to allow the relevant committees to give their full consideration to the capital and revenue costs prior to their approval. Full provision for the revenue implications arising from the proposed Capital Investment Programme has been made in the General Fund and Housing Revenue Account revenue budgets.
- 3.6 The 2016/17 capital programme includes additional investment in the following areas:-
- £18.986m will be spent on new investment in schools.
 - £43.047m new investment in housing stock.
 - £12.507m in new and approved transport related schemes.
- 3.7 The capital programme will support the delivery of the 4 year service and financial plans and in 2016/17 £1.738m has been set aside to support the investment requirements set out in the General Fund Revenue Budget and Council Tax report elsewhere on this agenda. In addition, £2.0m of the £6.0m allocated to the Customer First in a Digital Age programme is also included.
- 3.8 The capital programme also includes allocations for investment in Public Conveniences over the next 4 years and additional funding to supplement the Planned Maintenance Budget for investment in the Prince Regent in 2016/17 and civic buildings in 2017/18.
- 3.9 As well as significant capital investment in the short term, the council is facing some major longer term capital investment challenges including the delivery of additional secondary school places, the major works needed to the seafront structures / infrastructure, pressure in identifying affordable housing across the city and investment in street lighting infrastructure. The 10-year Capital Investment Programme in Appendix 1 details further some of those challenges for which funding is not yet identified.

Major Capital Investment Areas

- 3.10 The council is facing demands for new pupil places in particular parts of the city, and previously the government's allocation of Education Basic Need funding was not keeping up with these demands. The current government policy indicates that extra capital resources for Free Schools and Academies would not be provided where these are being developed to meet Basic Need. The government announced 3 year allocations up to 2017/18 for new pupil Basic Need of £12.039m for 2015/16, £12.641m for 2016/17 and £11.445m for 2017/18. Previous years' allocations were around £3.9m pa. The future allocations are based upon revised calculations of costs and the need to cope with pupils moving through from primary to secondary schools. No further indicative announcements have been made beyond 2017/18. A detailed Education Capital Resources and Capital Investment Programme report will be presented to Policy & Resources in March 2016.
- 3.11 The Housing Revenue Account (HRA) Capital Programme 2016/17-2019/20, also being presented to this Committee, includes investment proposals that aim to create a long-term sustainable asset base that best meets the needs of residents and the City as a whole. The HRA capital strategy focuses on meeting Corporate Plan priorities through building new homes and improving the quality and sustainability of the existing housing stock. The HRA capital strategy aims to ensure that every pound invested reaches beyond the housing service and contributes to regeneration, tackling inequality, creating training and employment opportunities and improving sustainability.
- 3.12 The council secures capital funding for transport schemes through the government's Local Transport Plan (LTP) process. The LTP consists of a long-term strategy and a short term delivery plan that identifies the principles that help deliver the council's strategic transport objectives and the city's Sustainable Community Strategy. Funding for the LTP has been announced for the next 2 years for 2016/17 and 2017/18 at £5.463m and £5.391m respectively. Further indicative allocations have been announced for the 3 years 2018/19 to 2020/21 for £5.169m pa; the announced allocations are lower than previous years of £5.682m in 2015/16 and £7.479m in 2014/15.
- 3.13 Funding for the Highways Maintenance grant which forms an element of the government transport funding has been reduced nationally and diverted toward a new Local Highways Maintenance Challenge Fund. Local authorities will be able to bid from this fund for major maintenance projects that are sometimes difficult to fund through the normal needs element allocations they receive. The Council has already been successful in obtaining £8.915m of funding from the Local Highways Maintenance fund for the West Street Shelter Hall structure. A detailed Local Transport Plan report will be presented to Policy and Resources Committee in March whilst the LTP4 Delivery Plan report will also be presented in due course.
- 3.14 Workstyles Phase 3 was approved at a Special Policy & Resources Committee on 12 September 2013 and includes £16.0m of investment within the Capital Investment Programme to be delivered by 2016/17. The project will enable the modernisation of the council's workplace and deliver essential investment in the council's property and ICT infrastructure as well as providing ongoing revenue

budget savings. The Hove Town Hall south end option approved at Committee on 10 July 2014 includes investment £2.638m to be funded through borrowing and generating rental income streams to support the revenue budget. The investment will provide commercial space and office space for public, voluntary and community sectors such as the Brighton & Hove Clinical Commissioning Group and the Citizens Advice Bureau.

- 3.15 The Capital Investment Programme includes potential capital pressures for investment in seafront highways infrastructure and seafront colonnade works which could require in the region of £100m investment over a number of years. This was detailed in the Response to Seafront Infrastructure Scrutiny Panel Recommendations report to Policy & Resources on 22 January 2015. The LTP may make contributions toward this investment requirement and the successful bid relating to the West Street Shelter Hall incorporating LTP resources addresses an element of this pressure. Other funding sources are being considered including the additional income generated from the financing of the i360 development. To date this source has been allocated to fund landscaping works around the i360 site.
- 3.16 The council has developed ways of providing major capital investment in the city by working in partnership with the private sector and public bodies for example the Heritage Lottery Fund (HLF), Arts Council England (ACE) and the Coast to Capital Local Enterprise Partnership (C2C LEP) whereby most of the capital investment is undertaken and accounted for by the private sector. Recent bids include ACE Stage 2 and Heritage Lottery Fund (HLF) Round 1 funding totalling £10.1m towards the £18.5m Phased 1 capital works for the Royal Pavilion Estates Regeneration project. Work will continue to secure funding for Phase 1 through external fundraising and match funding from the Council and Brighton Dome & Festival Ltd. Further bids to HLF will be prepared and submitted for subsequent phases of the works which will amount to circa £40m of investment for all phases.
- 3.17 Funding has also been secured as part of the Greater Brighton City Deal to develop New England House into a Growth Hub. Grant of £4.9m has been awarded to the Council toward funding the development. A development grant from the HLF of £4.0m Parks for People grant has also been identified to develop detailed plans to support the Stanmer Estate Restoration Project bid. An updated report on the funding options is included elsewhere on this committee agenda. The i360 Project has commenced and was agreed at a Special Policy & Resources Committee in March 2014. The project uses a combination of Council borrowing, C2C LEP funding and private equity investment and will provide a new net income stream to the Council. A list of further major projects under construction or yet to commence is shown in Appendix 2.

Corporate Funds

- 3.18 Revised projections for future capital receipts should enable sufficient resources to cover allocations to corporate funds as detailed below.

TABLE 1: Corporate Funds	2016/17 £ million	2017/18 £ million	2018/19 £ million	2019/20 to 2025/26 £ million pa
Strategic Investment Fund (SIF)	0.250	0.250	0.250	0.250
Asset Management Fund (AMF)	1.000	1.000	1.000	1.000
Customer First in a Digital Age (CDFA) / ICT Fund	2.000	2.000	2.000	0.500

Strategic Investment Fund

- 3.19 It is proposed to allocate £0.250m to the Strategic Investment Fund (SIF) in 2016/17. The council has ongoing commitments to major projects that require financial support to enable their progression. The financial support takes the form of legal fees and specialist advisors for finance, design, architectural, transport, engineering and other external specialists. Use of this fund will be reported at a later date to Policy & Resources Committee.

ICT Fund – Customer First in a Digital Age

- 3.20 This committee approved the Customer First in a Digital Age programme on the 15th October 2015 which included the allocation of £2.0m per annum over the next 3 years to support the programme. The CDFA will enable the delivery of council wide revenue savings, improve customers experience and citizen's trust, help manage demand for services and develop new capabilities to make the Council fit for the future.

Asset Management Fund

- 3.21 It is proposed to allocate £1.0m resources per annum to the Asset Management Fund (AMF). The AMF includes expenditure on a range of properties covering, fire safety, health & safety, Equalities Act 2010 responsibilities and general improvements. The AMF will make a final contribution of £0.7m towards the Workstyles Phase 3 strategy in 2016/17 which was detailed in a report to Special Policy & Resources Committee on 12 September 2013. Bids to the remaining balance of the fund are currently being finalised and proposals for allocations of resources to schemes will be subject to a further report to this Committee.

Supporting the 4 year service and financial plans

- 3.22 The General Fund Revenue Budget and Council Tax report elsewhere on this agenda identifies significant investment requirements to support achievement of over £60m savings identified in the 4 year service and financial plans, and, as mentioned in paragraph 3.7, capital resources are identified in supporting this investment in 2016/17. The capital investment programme includes allocations in 2017/18 to 2019/20 to fund all remaining investment requirements from capital receipts subject to the capital receipts being realised as planned. These investment requirements will be reviewed and confirmed each year to ensure the levels are appropriate

- 3.23 In the Provisional Settlement, the Government outlined flexibility for the use of capital receipts enabling councils to use asset sales to help pay for upfront revenue investment in service transformation where this supports revenue savings. The planned use of capital receipts in 2016/17 to support transformation does not however require use of this flexibility as it can be applied to capital expenditure. In order to use this flexibility in future years, an 'Efficiency Strategy' will need to be approved by Council in advance of the financial year although full details on the process for this flexibility have yet to be confirmed by the government.

Capital Resources

- 3.24 A fully financed Capital Investment Programme is proposed for 2016/17 assuming that existing approved capital projects spend in-line with their budget and certain net usable receipts of just under £11.6m in total are achieved next year. Table 2 below shows how the programme will be financed in 2016/17. The position for the years 2017/18 onwards is less clear until future Government allocations are confirmed. All Government support is now allocated through capital grants and all grants are unringfenced with the exception of Devolved Schools Capital Grant which must be allocated to schools.

TABLE 2: Capital Resources	2016/17 £ million
Capital Grants:	
- Capital grant announcements in previous years and profiled for spend in 2016/17	13.194
- New capital grants	42.823
Total Government Support	56.017
Capital Receipts Reserve	14.812
Capital Reserves	1.425
Specific Reserves	1.293
External Contributions	7.789
Direct Revenue Funding – Housing Revenue Account	23.655
Direct Revenue Funding – Service Departments	1.573
Council Borrowing	35.856
Total Capital Resources	142.420

Capital Grants

- 3.25 The Government distributes capital grants towards the financing of certain capital expenditure. In 2016/17, it is anticipated that the council will receive new capital grants of £42.823m as summarised in table 3 below, and £13.194m from

grants already announced where the spending of these grants is now profiled in 2016/17.

3.26 It is possible that other capital grants may be received during the year and these will be reported through TBM budget monitoring reports to Policy & Resources Committee as and when they are announced.

3.27 The new capital grants are in three main areas.

- Education Basic Need funding of £12.641m is included for new pupil places;
- Education funding of £4.909m for investment in the maintenance of educational buildings and children’s centres in the city;
- Transport funding of £5.463m to include the transport related schemes and highways maintenance.

TABLE 3: New Grants announced for 2016/17	£ million
Education Basic Need	12.641
Education Capital Maintenance	4.909
Schools Devolved Capital	0.536
Transport and Maintenance (LTP)	5.463
Highways Maintenance Fund – Shelter Hall	3.507
Local Growth Fund – Transport schemes & Preston Barracks Central Research Laboratory	6.027
Better Care Funding	1.595
Arts Council – Royal Pavilion	3.050
Heritage Lottery Fund – Royal Pavilion & Volks Railway	3.216
Clean Bus Transport	0.499
HCA Empty Homes Grant	1.380
Total	42.823

3.28 The grant funding is provided to the council as a “Single Capital Pot” and, with the exception of Schools Devolved Capital, can be reprioritised as the council sees fit. It is proposed that all capital grants will be allocated in full to the relevant service.

3.29 The proposed new Local Transport Plan (LTP) programme for 2016/17 of £5.463m represents a decrease of 4% over 2015/16 which was allocated at £5.682m. The LTP is made up of Integrated Transport funding and Highways Maintenance funding from the government. The allocations for Highways

Maintenance were reduced nationally from 2015/16 with funding allocated to a separate Local Highways Maintenance Challenge Fund and authorities able to bid to this fund for major maintenance projects. The LTP grant will be fully allocated to the service for 2016/17, less a repayment of £1.189m to reserves for forward funding to the LTP 2015/16 programme. The funding will be prioritised to invest in street lighting as well as maintain roads and pavements alongside other sustainable transport initiatives such as match funding toward Valley Gardens, West Street Shelter hall and Local Growth Fund projects. A separate detailed report will be presented to Policy & Resources in March.

Capital Receipts

- 3.30 The funding of the 2016/17 capital programme is dependent upon the achievement of £11.6m capital receipts for investment into the General Fund during the year. This includes receipts associated with the disposal of surplus buildings identified under the Workstyles project which are required for investment into this project and receipts ringfenced for reinvestment into the Stanmer regeneration project. Progress will be closely monitored throughout the year for all receipts and reported through the regular TBM reports. Beyond 2016/17 the generation of the large capital receipt from Kings House (Workstyles Phase 3) is included in the forecast. In future years receipts associated with the Brighton Waterfront and Preston Barracks will be required to be ringfenced back into the Waterfront scheme and corporate regeneration projects. Failure to achieve some of these receipts will require the capital allocations for future years to be reviewed.
- 3.31 The net receipts from 'right to buy' sales are split between funding for corporate strategic projects delivering regeneration including affordable housing opportunities, and investment directly in housing. The forecast receipts for Brighton & Hove City Council are set at an assumed level of £0.495m per annum. Any surplus above £0.495m will be set aside to reinvest in replacement homes.

Capital Reserves

- 3.32 The level of reserves relates purely to unspent resources carried forward from previous years which have already been earmarked for specific schemes. The council monitors these resources over a rolling period by continually updating projections and comparing these against the level of commitments within the approved Capital Investment Programme.

Specific Reserves

- 3.33 Specific reserves will be used to support schemes directly related to the purpose of the reserve or to support corporate priorities. Specific reserves relate to the refurbishment and maintenance of properties managed by the Brighton and Hove Seaside Community Homes with the costs being met as per the housing agreement. A contribution from the Waste PFI is also being used to support the household waste scheme.

External Contributions

- 3.34 The council will receive new external contributions totalling £7.789m in 2016/17 associated with section 106 contributions and private developers contributions.

Direct Revenue Funding

- 3.35 The General Fund and Housing Revenue Account budget reports elsewhere on the agenda include direct revenue funding of £25.228m. A summary of the allocations by service is shown in the table below.

TABLE 4: Direct Revenue Funding	£ million
Property & Design – planned maintenance	0.638
Structural maintenance for schools	0.900
Stanmer park restoration Project	0.035
Total General Fund Services	1.573
Housing Revenue Account	23.655
Grand Total	25.228

Council Borrowing under the Prudential Code

- 3.36 Council borrowing under the Prudential Code can be undertaken only when it can be demonstrated that it is affordable, for example where the investment leads to greater efficiency in future service provision and generates revenue savings or reductions in budgeted spend. For 2016/17 it is proposed that the Council will undertake borrowing of £35.856m to finance capital expenditure plans as detailed appendix 3.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 The budget process allows all parties to put forward viable alternative capital investment proposals to Budget Council on 25 February 2016. Budget Council has the opportunity to debate both the proposals put forward by Committee at the same time as any viable alternative proposals. All budget amendments must have been “signed off” by finance officers no later than 12.00 noon on Thursday 18 February.

5. COMMUNITY ENGAGEMENT AND CONSULTATION

- 5.1 The level of consultation undertaken on individual schemes will be reported to Members when the detailed report is submitted for approval. The overall programme and appropriate levels of capital investment are subject to the same consultation processes as the revenue budget, which are described in the revenue budget report elsewhere on the agenda.

6. CONCLUSION

- 6.1 The council is under a statutory duty to set its council tax and budget before 11 March each year. The recommendations to Budget Council contained within this report together with the recommendations in the revenue budget report, will enable the council to meet its statutory duty.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 These are contained within the main body of the report.

Finance Officer Consulted: Rob Allen

Date: 02/02/2016

Legal Implications:

- 7.2 Policy & Resources Committee has delegated power to formulate the council's capital investment programme, and to recommend its adoption by full Council as part of the overall budget setting process.

Lawyer Consulted: Elizabeth Culbert

Date: 03/02/2016

Equalities Implications:

- 7.3 The equality implications of individual schemes included within the Capital Investment Programme are reported to Members when the detailed report is submitted to the relevant committees for final approval along with any appropriate Equality Impact Assessments. The programme includes resources to finance adaptations to the homes of disabled people and capital projects that are designed to improve living conditions of all sections of the community, through direct investment by the council or through capital grants to the private sector. The Asset Management Fund will address access improvements to council services and buildings.

Sustainability Implications

- 7.4 The environmental implications of individual schemes included within the Capital Investment Programme are separately reported to Members when the detailed report is submitted to the relevant committee for final approval. All projects are required to give due consideration to sustainability issues including energy conservation and the procurement of materials from managed and sustainable sources. The investment in private sector renewal, sustainable transport initiatives and in street lighting will have a positive impact on the council's One Planet Living programme and on carbon reduction targets for the council and city as a whole.

Any Other Significant Implications:

Risk and Opportunity Management Implications:

- 7.5 The risk implications of individual schemes included within the Capital Investment Programme are reported to Members when the detailed report is submitted for

approval. The Risk Matrix in appendix 5 of the General Fund Revenue Budget and Council Tax report elsewhere on the agenda highlights some of the general risks to the Capital Investment Programme.

SUPPORTING DOCUMENTATION

Appendices:

1. Capital Investment Programme 2016/17 to 2025/26
2. Other Capital Investment
3. Council Capital Borrowing 2016/17

Documents in Members' Rooms

1. None

Background Documents

1. Letter from the Department for Transport dated 11 December 2014.
2. Notifications from the Department for Education dated 9 February 2015.
3. Various files, budgets and accounting files held within the Corporate Finances & Resources Team, Financial Services.

Capital Scheme	Profiled Payments 2016/17 £000	Profiled Payments 2017/18 £000	Profiled Payments 2018/19 £000	Profiled Payments 2019/20 £000	Profiled Payments 2020/21 £000	Profiled Payments 2021/22 £000	Profiled Payments 2022/23 £000	Profiled Payments 2023/24 £000	Profiled Payments 2024/25 £000	Profiled Payments 2025/26 £000
SUMMARY										
Approved Schemes										
Children's Services	12,372	0	0	0	0	0	0	0	0	0
Adult Services	595	0	0	0	0	0	0	0	0	0
Environment,Development & Housing (GF)	19,439	15,191	5,678	1,845	1,547	741	770	801	833	866
Environment,Development & Housing HRA)	17,164	0	0	0	0	0	0	0	0	0
Public Health	546	0	0	0	0	0	0	0	0	0
Assistant Chief Executive	13,813	9,079	0	0	0	0	0	0	0	0
Finance, Resources & Law	8,489	2,000	2,000	0	0	0	0	0	0	0
New Schemes										
Children's Services	18,986	17,754	4,400	4,400	4,400	4,400	4,400	4,400	4,400	4,400
Adult Services	309	600	600	600	600	600	600	600	600	600
Environment,Development & Housing (GF)	4,272	17,776	17,168	13,619	14,069	10,900	10,900	10,900	10,900	10,900
Environment,Development & Housing HRA)	43,047	39,700	24,381	22,092	25,500	24,300	20,750	19,200	19,600	24,600
Public Health	0	0	0	0	0	0	0	0	0	0
Assistant Chief Executive	0	84,000	96,500	9,000	6,000	0	0	0	0	0
Finance, Resources & Law	3,388	20,500	19,150	5,950	2,750	2,750	2,750	2,750	2,750	2,750
Total	142,420	206,600	169,877	57,506	54,866	43,691	40,170	38,651	39,083	44,116
Funded by:										
Government Grants - Single Pot	33,611	21,745	8,169	8,169	8,169	8,000	8,000	8,000	8,000	8,000
Government Grants - Ringfenced	22,406	29,922	8,323	2,100	5,100	2,100	2,100	2,100	2,100	2,100
Capital Receipts	9,529	58,895	51,000	5,000	1,750	1,750	1,750	1,750	1,750	1,750
Capital Receipts HRA	5,283	3,300	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400
Capital Reserves	654	0	0	0	0	0	0	0	0	0
HRA Capital Reserves	771	800	0	0	0	0	0	0	0	0
Specific Reserves	1,293	5,533	658	685	712	741	770	801	833	866
External Contributions	7,789	6,927	16,904	11,100	5,700	0	0	0	0	0
Direct Revenue Funding	1,573	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400
Revenue Contribution to Capital HRA	23,655	24,750	24,381	24,600	25,500	24,300	20,750	19,200	19,600	24,600
Council Borrowing	35,856	48,328	53,592	1,660	1,335	500	500	500	500	500
Total	142,420	201,600	166,827	57,114	52,066	41,191	37,670	36,151	36,583	41,616
Cumulative Funding deficit GF	0	5,000	5,550	5,400	5,300	5,000	5,000	5,000	5,000	5,000
Cumulative Funding (surplus) HRA	0	0	(2,500)	(5,008)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)

Capital Scheme	Profiled Payments 2016/17 £000	Profiled Payments 2017/18 £000	Profiled Payments 2018/19 £000	Profiled Payments 2019/20 £000	Profiled Payments 2020/21 £000	Profiled Payments 2021/22 £000	Profiled Payments 2022/23 £000	Profiled Payments 2023/24 £000	Profiled Payments 2024/25 £000	Profiled Payments 2025/26 £000
<u>CHILDREN'S SERVICES</u>										
<u>Approved Schemes</u>										
<u>Education & Inclusion</u>										
Basic Need - New Pupil Places 2015/16	11,179									
Capital Maintenance 2015/16	609									
Universal Frees School Meals	584									
<u>New Schemes</u>										
Basic Need - New Pupil Places	12,641	11,445								
Education Capital Maintenance*	4,909	4,909	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Devolved Formula Capital*	536	500	500	500	500	500	500	500	500	500
Structural Maintenance	900	900	900	900	900	900	900	900	900	900
Total Children's Services	31,358	17,754	4,400							

*Education Capital Maintenance and Devolved Formula Capital estimated funding from 2018/19 and 2017/18 respectively.

Capital Scheme	Profiled Payments 2016/17 £000	Profiled Payments 2017/18 £000	Profiled Payments 2018/19 £000	Profiled Payments 2019/20 £000	Profiled Payments 2020/21 £000	Profiled Payments 2021/22 £000	Profiled Payments 2022/23 £000	Profiled Payments 2023/24 £000	Profiled Payments 2024/25 £000	Profiled Payments 2025/26 £000
<u>ADULT SERVICES</u>										
<u>Approved Schemes</u>										
<u>Adults Commissioning & Contracts</u> Social Care Reform Act	126									
<u>Adults Assessment</u> Adaptations to Homes of Disabled People (Better Care) Telecare (Better Care funding)	150 319									
<u>New Schemes</u> Better Care funding to be allocated*	309	600	600	600	600	600	600	600	600	600
Total Adult Services	904	600								

* Estimated Better Care Funding grant from 2017/18 onwards

Capital Scheme	Profiled Payments 2016/17 £000	Profiled Payments 2017/18 £000	Profiled Payments 2018/19 £000	Profiled Payments 2019/20 £000	Profiled Payments 2020/21 £000	Profiled Payments 2021/22 £000	Profiled Payments 2022/23 £000	Profiled Payments 2023/24 £000	Profiled Payments 2024/25 £000	Profiled Payments 2025/26 £000
<u>ENVIRONMENT, DEVELOPMENT & HOUSING (GF)</u>										
<u>Approved Schemes</u>										
<u>Delivery - City Infrastructure</u>										
Downland Initiative Programme	56									
Procurement of vehicles	608	2,758	692	1,160	835					
Playgrounds, Allotments & Gardens S106	224									
Sheepcote Valley Household Waste	75									
Garden Waste Collection Trial	38									
East Brighton Park Parking Controls	5									
Stanmer Park Restoration Projects	167									
<u>Transport</u>										
Bike Share Scheme	1,340	50								
Intelligent Transport System	878	697								
West Street Shelter Hall	3,507	3,425								
Valley Gardens Phase 1 & 2	3,568	4,155	1,890							
<u>Housing General Fund</u>										
B&HSCH - maintenance & refurbishment	1,218	633	658	685	712	741	770	801	833	866
<u>City Regeneration</u>										
I360 Project	6,222									
Preston Barracks Central Research Lab	1,301	3,473	2,438							
New England House – Project Support	109									
Circus Street Development – Project Support	123									
<u>New Schemes</u>										
Local Transport Plan*	3,311	4,733	5,169	5,169	5,169	5,000	5,000	5,000	5,000	5,000
Disabled Facilities Grant (Better Care funding)	911	900	900	900	900	900	900	900	900	900
Valley Gardens Phase 3			500	2,500	3,000					
Seafront infrastructure & Madeira Terrace**		5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Stanmer Park Estate Redevelopment		4,993	3,099							
Regeneration schemes to be identified ***		2,100	2,100							
Public Conveniences	50	50	400	50						
Total Environment, Dev & Housing - GF	23,711	32,967	22,846	15,464	15,616	11,641	11,670	11,701	11,733	11,766

*Estimated Local Transport grant from 2021/22 onward ** No funding identified to date for Seafront Infrastructure investment *** Reinvestment of receipts associated with developers contributions into city regeneration schemes yet to be identified

Capital Scheme	Profiled Payments 2016/17 £000	Profiled Payments 2017/18 £000	Profiled Payments 2018/19 £000	Profiled Payments 2019/20 £000	Profiled Payments 2020/21 £000	Profiled Payments 2021/22 £000	Profiled Payments 2022/23 £000	Profiled Payments 2023/24 £000	Profiled Payments 2024/25 £000	Profiled Payments 2025/26 £000
<u>ENVIRONMENT, DEVELOPMENT & HOUSING (HRA)</u>										
<u>Approved Schemes</u>										
Buildings (Improving Housing Quality)	4,717									
Brighton & Hove Standard Works	481									
Sustainability & Carbon Reduction	2,100									
Tackling Inequality	1,405									
Building New Council Homes	8,461									
<u>Identified Schemes Not Yet Approved</u>										
Buildings (Improving Housing Quality)	12,410	12,702	11,168	8,998	11,650	11,450	10,000	9,500	9,600	12,000
Brighton & Hove Standard Works	5,297	5,169	4,973	4,823	6,000	5,800	5,000	4,300	4,450	5,550
Sustainability & Carbon Reductions	2,593	3,272	4,911	4,928	4,600	4,300	3,500	3,350	3,500	4,200
Tackling Inequality	3,605	3,277	3,279	3,293	3,200	2,700	2,200	2,000	2,000	2,800
Building New Council Homes *	19,092	15,200								
ICT Budget	50	80	50	50	50	50	50	50	50	50
Total Environment, Dev & Housing - HRA	60,211	39,700	24,381	22,092	25,500	24,300	20,750	19,200	19,600	24,600

* New Build Homes capital programme budget will be updated as schemes are approved by Housing Committee, with funding of the New Homes from a mixture of grant, borrowing and the use of surplus receipts.

Capital Scheme	Profiled Payments 2016/17 £000	Profiled Payments 2017/18 £000	Profiled Payments 2018/19 £000	Profiled Payments 2019/20 £000	Profiled Payments 2020/21 £000	Profiled Payments 2021/22 £000	Profiled Payments 2022/23 £000	Profiled Payments 2023/24 £000	Profiled Payments 2024/25 £000	Profiled Payments 2025/26 £000
<u>PUBLIC HEALTH</u>										
<u>Approved Schemes</u>										
<u>Public Protection</u>										
Tax Retrofit – Catalytic Reduction Scheme	47									
Clean Bus Transport Fund	499									
<u>Identified Schemes Not Yet Approved</u>										
NONE										
Total Public Health	546	0								

Capital Scheme	Profiled Payments 2016/17 £000	Profiled Payments 2017/18 £000	Profiled Payments 2018/19 £000	Profiled Payments 2019/20 £000	Profiled Payments 2020/21 £000	Profiled Payments 2021/22 £000	Profiled Payments 2022/23 £000	Profiled Payments 2023/24 £000	Profiled Payments 2024/25 £000	Profiled Payments 2025/26 £000
<u>ASSISTANT CHIEF EXECUTIVE</u>										
<u>Approved Schemes</u>										
<u>Tourism & Leisure</u>										
Seafront Investment Programme Landscaping	1,775									
Volks Railway Heritage Lottery Fund	1,525	260								
Saltdean Lido	1,329									
<u>Royal Pavilion Arts & Museums</u>										
Royal Pavilion Estate (Phase 1)	8,908	8,819								
<u>Libraries</u>										
Libraries Extra	276									
<u>Identified Schemes Not Yet Approved</u>										
Royal Pavilion Estate (phase 2,3 & 4)			7,500	9,000	6,000					
Brighton Waterfront		80,000	85,000							
King Alfred Development		4,000	4,000							
Total Assistant Chief Executive	13,813	93,079	96,500	9,000	6,000	0	0	0	0	0

Other Capital Investment

Appendix 2

The table below identifies capital investment projects and proposed funding arrangements.

Project	Procurement Route	Investment
<u><i>Projects Under Construction and completed</i></u>		
Edward Street / American Express	Under construction through Private Sector Partnership	To be determined
Brighton Station Gateway	Regeneration project with private sector partners	Circa £5m development
Historical Records Centre (The Keep)	Partnership with East Sussex County Council and Sussex University	£19m development completed
Open Market	Partnership with Open Market Traders Association and enabling development	£5m development completed
i360 Project	Private Sector Partnership	£46.2m development commenced

<u><i>Projects Yet To Commence</i></u>		
Brighton Waterfront including Black Rock, Churchill Square shopping centre & Brighton Centre site	In conjunction with Standard Life Investment and Venue Ventures	Estimated £540m including £154m for the eastern site and £375m to the central site.
Circus St. Development	Joint development with the University of Brighton	Circa £105m development
Stanmer Park Estate Restoration Project	Heritage Lottery Fund and SDNPA partners	Circa £12m regeneration
Royal Pavilion Estate Regeneration	Heritage Lottery Funding, Arts Council England, other grant funding and private sector partners	£41.6m regeneration
Preston Barracks / University of Brighton land	Regeneration development with Brighton University & private sector partners	To be determined
New England House Growth Hub	City Deal and private partners	Circa £24.5m investment
King Alfred Development	In conjunction with private developers / partners	To be determined
Off plan housing procurement	Joint ventures being explored.	To be determined

The table below identifies council borrowing during 2016/17 for capital investment.

Council Borrowing in 2016/17	£ million
Housing Revenue Account - 16/17 new borrowing	12.892
Housing Revenue Account – 15/16 reprofiled schemes	15.943
Replacement programme vehicles & plant	0.613
Brighton i360	3.300
Social Care buildings	0.500
Hove Town Hall commercial offices	1.256
Libraries Extra scheme	0.276
Seafront Investment Programme	0.800
Volks Railway HLF	0.238
Garden Waste Collection Trial	0.038
Total for Capital Programme	35.856

- As part of the HRA business plan borrowing will be used to support the delivery of Decent Homes and funding of £15.943m was reprofiled from 2015/16 for investment in new build, conversions, maintenance, repairs and cladding at various sites. A total sum of £12.892m is also profiled for investment in improving housing quality, sustainability and carbon reduction schemes, tackling inequality, standard works and building new homes. The financing costs have been identified to be met from the HRA capital financing revenue budget.
- The provision of £0.613m is for replacement of vehicles during the year. This includes replacement refuse collection street cleansing vehicles for Cityclean, potential replacement of miscellaneous waste and parks vehicles during the year and parking equipment if this proves to be the most cost-effective method of procurement. These assets may be currently provided through operational leases and paid for through the relevant service revenue budget.
- The Brighton i360 project was reported to Policy & Resources Committee on 6 March 2014 and details the funding arrangements for the scheme which includes up to £36.2m senior loan from the council to be met through borrowing. An estimated £3.3m will be drawn down during 2016/17. The financing costs will be met from income streams generated through the project.
- As a result of condition surveys on Social Care operational buildings an annual programme of planned works has been incorporated into the capital programme to ensure the buildings meet current standards and are fit for purpose.
- Hove Town Hall south site office option was reported to Policy & resources Committee on 11 July 2014. The scheme will cost up to £2.638m over

2015/16 and 2016/17 all to be met through borrowing and the financing costs to be met from commercial and third party rental streams.

- Libraries Extra. The open libraries model enables longer opening hours through self-service unstaffed libraries. This will be rolled out in 16/17 to further community libraries. Ultimately this could enable 7 days a week access to libraries. The financing costs will be met from savings generated from the scheme.
- Seafront Investment Programme was reported to Policy & Resources on 15 October 2015 and agreed a financing package to commence final completion of landscaping works to council owned land on the seafront adjacent to the i360. Up to £1.0m borrowing will be undertaken with £0.800m in 16/17 with the associated financing costs met by the new annual funding streams due to the council as a direct result of the i360.
- Volks Railway HLF £0.238m was agreed at Policy & Resources in October 2014 to support the £1.885m Volks Railway project as match funding for the Heritage Lottery Fund grant that has been awarded. The investment will support improvement of the 3 carriages, the current railway shed and the Aquarium station. Financing costs will be met from increased revenue from ticket sales.
- The Garden Waste Collection Trial is detailed within the TBM month 9 report to this committee as a new capital scheme. The service provides another way for residents to compost their garden waste and ultimately increase overall recycling rates and the investment will be used to purchase vehicles and bins. Borrowing repayments will be met from expected income generated from the scheme.