





**Brighton & Hove
City Council**

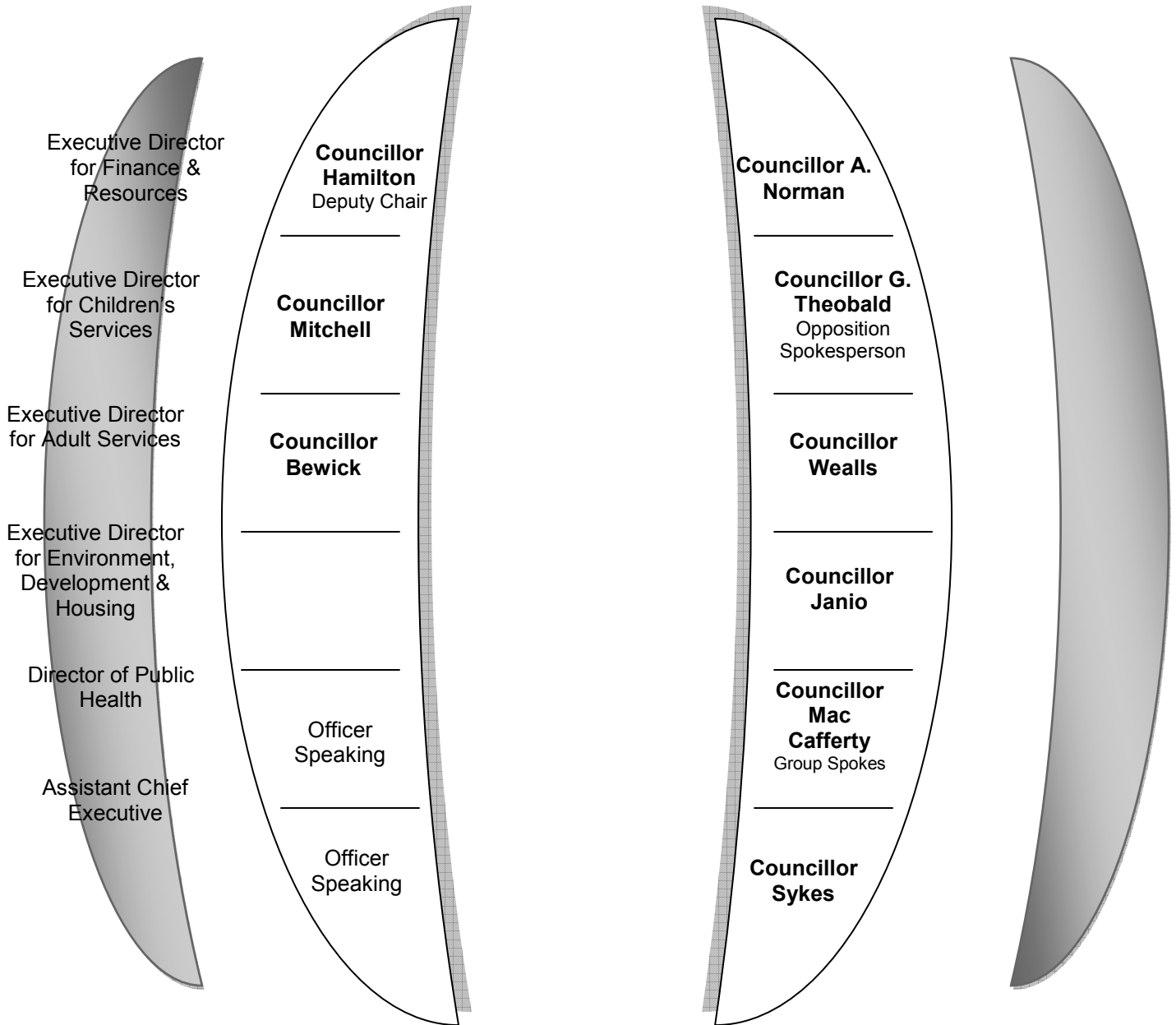
Policy & Resources Committee

Title:	Policy & Resources Committee
Date:	3 December 2015
Time:	4.00pm
Venue	Auditorium - The Brighthelm Centre
Members:	Councillors: Morgan (Chair), Hamilton (Deputy Chair), G Theobald (Opposition Spokesperson), Mac Cafferty (Group Spokesperson), Bewick, Janio, Mitchell, A Norman, Sykes and Wealls
Contact:	Ross Keatley Democratic Services Manager 01273 291064 ross.keatley@brighton-hove.gov.uk

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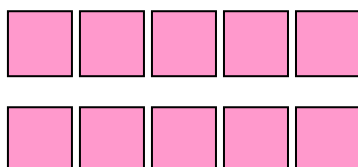
Democratic Services: Policy & Resources Committee

Monitoring Officer	Councillor Morgan Chair	Chief Executive	Democratic Services Manager
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Public Speaker	Councillor Speaking
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Public Seating



Press

AGENDA

PROCEDURAL MATTERS

74 PROCEDURAL BUSINESS

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

(b) **Declarations of Interest:**

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

In each case, you need to declare

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

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

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

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

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

75 MINUTES

To consider the minutes of the ordinary meeting held on 15 October 2015 and the special meeting held on 4 November 2015 (copies attached).

Contact Officer: Ross Keatley

Tel: 29-1064

76 CHAIR'S COMMUNICATIONS

77 CALL OVER

- (a) Items 80 – 92 and 94 (Part Two) will be read out at the meeting and Members invited to reserve the items for consideration.
- (b) Those items not reserved will be taken as having been received and the reports' recommendations agreed.

GENERAL MATTERS

78 PUBLIC INVOLVEMENT

25 - 30

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

- (a) **Petitions:** to receive any petitions presented by members of the public to the full Council or as notified for presentation at the meeting by the due of (10 days);
 - i) **Hold i360 to Account –** Petition from Mr. R. Heale referred from the Council meeting held on the 22 October 2015 (copy attached).
- (b) **Written Questions:** to receive any questions submitted by the due date of 12 noon on the 26 November 2015;
- (c) **Deputations:** to receive any deputations submitted by the due date of 12 noon on the 26 November 2015.
 - ii) **Support for a Community Café and Storage Space –** Spokesperson Ms. S. Betts referred from the Council meeting held on the 22 October 2015 (copy attached).

79 MEMBER INVOLVEMENT

31 - 32

To consider the following matters raised by councillors:

- (b) **Written Questions:** to consider any written questions;
 - i) **Councillor Dick Page – Bus Service Operators' Grant** (copy attached).

FINANCIAL MATTERS

80 TARGETED BUDGET MANAGEMENT (TBM) 2015/16 MONTH 7

33 - 120

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

Contact Officer: Jeff Coates
Ward Affected: All Wards

Tel: 01273 292364

POLICY & RESOURCES COMMITTEE

- 81 BUDGET PLANNING & RESOURCE UPDATE - INTEGRATED SERVICE AND FINANCIAL PLAN INITIAL PROPOSALS 2016/17 - 2019/20** **To Follow**
- Report of the Interim Executive Director for Finance & Resources (to follow).
- Contact Officer: James Hengeveld Tel: 01273 291242*
Ward Affected: All Wards
- 82 COUNCIL TAX REDUCTION REVIEW** **121 - 188**
- Report of the Interim Executive Director for Finance & Resources (copy attached).
- Contact Officer: John Francis Tel: 01273 291913*
Ward Affected: All Wards
- 83 TREASURY MANAGEMENT POLICY STATEMENT 2015/16 (INCLUDING ANNUAL INVESTMENT STRATEGY 2015/16) – MID YEAR REVIEW** **189 - 200**
- Report of the Interim Executive Director for Finance & Resources (copy attached).
- Contact Officer: James Hengeveld Tel: 01273 291242*
Ward Affected: All Wards
- 84 LIFE EVENTS FEES AND CHARGES FOR 2015/16 / 2016/17** **201 - 228**
- Joint report of the Interim Executive Director for Finance & Resources and the Head of Legal & Democratic Services (copy attached).
- Contact Officer: Paul Holloway Tel: 01273 292005*
Ward Affected: All Wards
- STRATEGIC & POLICY MATTERS**
- 85 SUPPORT FUNCTIONS REVIEW** **229 - 260**
- Report of the Interim Executive Director for Finance & Resources (copy attached).
- Contact Officer: Chris Carter*
Ward Affected: All Wards
- 86 CONSTRUCTION CONSULTANCY FRAMEWORK AGREEMENT** **261 - 266**
- Report of the Acting Executive Director for Environment, Development & Housing (copy attached).
- Contact Officer: Amy Wilkinson Tel: 01273 291811*
Ward Affected: All Wards

POLICY & RESOURCES COMMITTEE

CONTRACTUAL MATTERS

87 PROCUREMENT OF CASH IN TRANSIT SERVICES 267 - 272

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

Contact Officer: Jane Strudwick

Tel: 01273 291255

Ward Affected: All Wards

88 CORPORATE PROCUREMENT OF RENEWABLE ELECTRICITY ENERGY SUPPLIES 273 - 278

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

Contact Officer: Angela Dymott

Tel: 01273 291450

Ward Affected: All Wards

GENERAL MATTERS

89 PERFORMANCE UPDATE 2014/15 279 - 318

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

Contact Officer: Andy Edwards

Tel: 01273 296823

Ward Affected: All Wards

90 COMMITTEE TIME TABLE 2016-17 319 - 334

Report of the Head of Legal & Democratic Services (copy attached).

Contact Officer: Mark Wall

Tel: 01273 291006

Ward Affected: All Wards

91 TRANSITIONAL OFFICER ARRANGEMENTS FOR FINANCE & RESOURCES FUNCTIONS 335 - 338

Report of the Head of Legal & Democratic Services (copy attached).

Contact Officer: Abraham Ghebre-Ghiorghis

Tel: 01273 291500

Ward Affected: All Wards

REGENERATION & PROPERTY MATTERS

92 NEW ENGLAND HOUSE & LONGLEY INDUSTRIAL ESTATE 339 - 350

Joint report of the Acting Executive Director for Environment, Development & Housing and the Interim Executive Director for Finance & Resources (copy attached).

Contact Officer: Alan Buck

Tel: 01273 292287

Ward Affected: St Peter's & North Laine

POLICY & RESOURCES COMMITTEE

93 ITEMS REFERRED FOR COUNCIL

To consider items to be submitted to the 17 December 2015 Council meeting for information.

In accordance with Procedure Rule 24.3a, the Committee may determine that any item is to be included in its report to Council. In addition, each Group may specify one further item to be included by notifying the Chief Executive no later than 10.00am on 23 November 2015 (the eighth working day before the Council meeting to which the report is to be made), or if the Committee meeting takes place after this deadline, immediately at the conclusion of the Committee meeting.

PART TWO

REGENERATION & PROPERTY MATTERS

94 NEW ENGLAND HOUSE & LONGLEY INDUSTRIAL ESTATE - 351 - 352 EXEMPT CATEGORY 3

Part Two Appendix to the joint report of the Acting Executive Director for Environment, Development & Housing and the Interim Executive Director for Finance & Resources listed at Item 91 (circulated to Members only).

Contact Officer: Alan Buck

Tel: 01273 292287

Ward Affected: St Peter's & North Laine

PROCEDURAL MATTERS

95 PART TWO MINUTES 353 - 354

To consider the Part Two minutes of the meeting held on 15 October 2015 (circulated to Members only).

Contact Officer: Ross Keatley

Tel: 29-1064

96 PART TWO PROCEEDINGS

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

POLICY & RESOURCES COMMITTEE

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

The closing date for receipt of public questions and deputations for the next meeting is 12 noon on the fifth working day before the meeting.

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Electronic agendas can also be accessed through our meetings app available through www.moderngov.co.uk

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For further details and general enquiries about this meeting contact Ross Keatley, (01273 291064, email ross.keatley@brighton-hove.gov.uk) or email democratic.services@brighton-hove.gov.uk

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Date of Publication - Wednesday, 25 November 2015

BRIGHTON & HOVE CITY COUNCIL

POLICY & RESOURCES COMMITTEE

4.00pm 15 OCTOBER 2015

AUDITORIUM - THE BRIGHTELM CENTRE

MINUTES

Present: Councillors Morgan (Chair), Hamilton (Deputy Chair), G Theobald (Opposition Spokesperson), Mac Cafferty (Group Spokesperson), Bewick, Janio, Mitchell, A Norman, Sykes and Wealls

PART ONE

43 PROCEDURAL BUSINESS

(a) Declarations of Substitutes

43.1 There were no substitutes present at the meeting.

(b) Declarations of Interest

43.2 There were none.

(c) Exclusion of Press and Public

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

44.4 **RESOLVED:** That the press and public be excluded from the meeting during consideration of the items contained in Part Two of the agenda.

44 MINUTES

44.1 **RESOLVED –** That the Chair be authorised to sign the minutes of the meeting held on 9 July 2015 as a correct record.

45 CHAIR'S COMMUNICATIONS

45.1 The Chair gave the following communications:

“I would like to welcome you all to Policy and Resources Committee meeting in the now very familiar surroundings of the Brighthelm Centre, which will be webcast live and available for repeated viewing.

Firstly, I would like to mention the Brighton & Hove Fairness Commission, which is underway, with our excellent group of commissioners having met and consultations having started. I urge people and communities from anywhere in the city to contact the Commission if you have experiences or evidence of inequality to share. More information can be found on the Council website and the Commission's twitter feed @fairnessbh.

I am happy to see we have the council's digital transformation programme on the agenda today, which sets out some of the improvements we need to make to modernise our services and make them more accessible for our residents through digital means. It is also an important step to free up our officers to the possibilities of mobile working and will enable us to become a much more agile responder to the needs of our residents.

Lastly I would like to welcome the release of the Brighton & Hove Trans Needs Assessment. An extremely impressive piece of work undertaken in partnership with our trans community, Brighton University and our voluntary sector. This work, as well as the Fairness Commission, continues to uphold this city's reputation as a leader in equalities work and is something we will continue to build on with our communities and residents. The Trans Needs Assessment can be viewed on the Brighton & Hove Connected website."

46 CALL OVER

46.1 The following items were reserved for discussion:

- Item 49 Targetted Budget Management (Tbm) 2015/16 Month 5
- Item 50 Introduction Of Charges To Cover Costs For Pre-Application Planning Advice, Planning Performance Agreements And Design Review
- Item 51 Proposed Submission East Sussex, South Downs And Brighton & Hove Waste And Minerals Sites Plan
- Item 52 Customer First in a Digital Age
- Item 54 Playing Field At Old Shoreham Road
- Item 55 Seafront Investment Programme: Landscaping Adjacent To Brighton I360
- Item 56 Review of the Council's Constitution - October 2015

46.2 The Democratic Services Manager confirmed that the items listed above had been reserved for discussion, and that the following reports of the agenda, with the recommendations therein had been approved and adopted.

- Item 57 Update on Waste Joint Working Agreement Between Brighton & Hove City Council And East Sussex County Council
- Item 59 Update on Waste Joint Working Agreement Between Brighton & Hove City Council And East Sussex County Council - Exempt Category 3

47 PUBLIC INVOLVEMENT

- 47.1 The Chair noted he had allowed a late deputation in relation to Item 49 – Targetted Budget Management (TBM) 2015/16 Month 5 and this would be taken together with that item on the agenda.

48 MEMBER INVOLVEMENT

- 48.1 The Chair noted there was one letter from Councillor G. Theobald on behalf of the Conservative Group, and invited Councillor G. Theobald to speak to his letter.
- 48.2 Councillor G. Theobald stated that it had the position of the Conservative Group for the last few years that the Council needed to modernise and transform, and he felt this had not been taken seriously by the previous administration. The intention of the letter was to highlight the good work being undertaken by other authorities nationally; he also welcomed the current approach taken by the administration, but felt that Officers needed to be instructed to do more work in this area and report back to the Committee.
- 48.3 The Chair gave the following response:

“Thank you for this very positive contribution to the debate on how we make changes to our services. That process was wet out in our Medium Term Financial Strategy and in the Support Services Review at the last meeting of P&R, and we have a substantial items on service change on the agenda today – the TBM report and Customer First in a Digital Age.

In addition we have the cross-party Member Oversight Group, Neighbourhoods and Communities Committee, Corporate Modernisation Delivery Board, Directorate Modernisation Boards and project/programme boards. Appropriate stakeholder engagement forms part of each modernisation project. These projects also feature within the 4 year Service & Finance plans currently being developed. Each service within the council is responsible for researching, exploring and where appropriate implementing best practice for their service. I’ve been clear throughout that examples of best practice from around the country, like the ones you cite in your letter, should form part of that work. We are starting this process late and we do not have time to start from scratch.

However what works elsewhere may not be right for Brighton and Hove, so ideas and principles should be adapted to the specific needs of our city and our residents. Where we have local initiative and skills we should use them. Where we can engage both businesses and the community in active participation we should. The Community and Voluntary Sector will be at the heart of this effort and I give a commitment to support and involve them fully in the changes ahead.

We are looking at every option to reduce our operational costs, to make better use of our capital assets, and we are looking at councils like York, Greenwich, Leeds Lambeth and others that you cite.

No options are off the table – shared services, commissioned services, voluntary services, community-run services and commercial services. No one model of service

delivery fits all and it is important local people have a full say in how their services are designed and delivered. Democratic engagement and community ownership are key aspects of our co-operative approach.

The council does have a clear approach to changes in service delivery, a comprehensive modernisation programme and robust governance arrangements, so whilst your input is welcome an additional report to members is not felt to be necessary, but your very constructive suggestions will of course be fed into this active and ongoing process.”

48.4 **RESOLVED** – That the Committee note the letter.

49 **TARGETTED BUDGET MANAGEMENT (TBM) 2015/16 MONTH 5**

49.1 The Chair noted that he had agreed to allow a late deputation from the traders of the Open market in relation to recommendation 2.7 in the report; he asked Mr Asaduzzaman to come forward and put his deputation to the Committee.

49.2 Mr Asaduzzaman explained that he and the two other directors on the board were under pressure to accept the loan from the Council as means to prevent the Open Market going into insolvency. Due to confidentiality the directors had not been able to discuss the loan with the traders until late in the previous week. The traders were concerned about further borrowing given there was already a mortgage on the new building; however, it was acknowledged that the position of the Council was to protect the market. The traders had met and taken a vote on further borrowing and were overwhelming against; there were also concerns that the high running costs left little room to progress the market as a shopping destination.

49.3 Mr Asaduzzaman went on to add there was little confidence in the management agent. Footfall at the market was at a low and traders were finding it increasingly difficult to pay their rent and service charges. There were also concerns in relation to the recovery plan as this proposed further expenditure to boost trade; instead of cutting costs associated with the management agent. There were concerns in relation to transparency of the agent as they had refused requests on the part of the traders to inspect the accounts; the traders were reluctant to agree further borrowing when they felt they were not in possession of the full facts.

49.4 **RESOLVED:** That the Committee note the deputation.

49.5 In response to some of the points raised in the deputation the Acting Executive Director for Environment, Development & Housing stated that the Council had been working for a number of years to build and establish the open market as part of the community asset transfer. Whilst there had been a good take up of the permanent stools the higher business rates had led to a reduced take up of the temporary stools and prevented the market from breaking even financially. The request for the loan had come from the board of directors in response to the cash flow issues; others measures would also be considered as part of the recovery plan such as weekend themed markets to help boost trade. In terms of the management agreement this had been agreed by the board of directors and it was not within the Council's remit to become

involved; however, they would seek assurance on the recovery plan before fully agreeing to the loan.

- 49.6 Councillor G. Theobald expressed concern in relation to the content of the deputation.
- 49.7 The Interim Executive Director for Finance & Resources highlighted that the recommendation sought approval for her and the Monitoring Officer to grant the loan subject to satisfactory terms and a recovery plan.
- 49.8 Councillor A. Norman thanked Mr Asaduzzaman for coming and giving the deputation, and added that the market was an important facility for the city. Given the reluctance of the traders to accept the loan she queried if the Committee should agree the recommendation. In response the Acting Executive Director for Environment, Development & Housing clarified that the aim of the loan was to increase trade at the market and use this to address income challenges.
- 49.10 The Committee agreed to move further discussion of the Open Market to Part Two later in the agenda to consider exempt information as defined in paragraph (3) of schedule 12A, Part 1, to the Local Government Act 1972 (as amended).
- 49.11 Councillor Hamilton noted his increased concern in relation to the budget position, and he hoped that the position at month 6 would be improved given the impact of the new tighter financial controls. He recognised that the majority of the overspend was in Children's and Adults' Services, but many of the functions performed were statutory. He added that the overspend needed to be brought back into line as the 2016/17 budget setting approached.
- 49.12 Councillor G. Theobald welcomed the controls that had been now put into place, and hoped that the budget could be brought back into a sustainable position. In response to queries about the scrutiny of Adult Services, in the context of the Health & Wellbeing Board, it was clarified that this fell within the remit of the Overview & Scrutiny Committee.
- 49.13 In response to queries the Executive Director for Children's Services explained that the total number of children in care was reducing and the Council was working to reduce the numbers in higher cost placements; however, it was vital to remember that whilst the financial model made a prediction, the very real life nature of this work was in itself unpredictable. The Executive Director also added that he was personally reviewing all cases to establish if there were any opportunities for lower cost placements.
- 49.14 Councillor Sykes highlighted that the administration had already overspent in a number of discretion areas, and stated his view that this was for political reasons.
- 49.15 Councillor Bewick stated that there needed to be recognition that much of the projected overspend in Children's Services related to demand pressures, and the success of the MASH had led to more children being seen. He also added that previous difficult decisions in relation to the service had not been taken and there needed to be a fundamental review of the structure used to deliver children's services in the city. The special meeting of the Committee in November would be an

opportunity to prepare residents for the challenge ahead and ensure savings were delivered in a fair and equitable way.

49.16 In response to Councillor Janio the Executive Director for Children's Services explained that benchmarking was complex, but did take place; the city had a higher than average number of children in care, but this had been the position for some time. The cost per child in care was broadly average, and it was added that the profile of the city was similar to an inner London Borough.

49.17 The Chair then put recommendations 2.1 to 2.6 to the vote on the understanding that recommendation 2.7 would form the basis of a discussion in Part Two.

49.18 **RESOLVED:**

- 1) That the Committee note the forecast risk position for the General Fund, which indicates a budget pressure of £7.658m. This consists of £7.203m on council controlled budgets and £0.455m on the council's share of the NHS managed Section 75 services.
- 2) That the Committee note the forecast for the Housing Revenue Account (HRA), which is an underspend of £0.529m.
- 3) That the Committee note the forecast risk position for the Dedicated Schools Grant which is an underspend of £0.015m.
- 4) That the Committee note the forecast outturn position on the capital programme.
- 5) That the Committee approve the capital programme variations and reprofiles in Appendix 3 and new capital schemes in Appendix 4.
- 6) That the Committee approve the Virements from Housing Related Support Services as set out in paragraph 6.2.

50 INTRODUCTION OF CHARGES TO COVER COSTS FOR PRE-APPLICATION PLANNING ADVICE, PLANNING PERFORMANCE AGREEMENTS AND DESIGN REVIEW

50.1 The Committee considered a report of the Acting Executive Director for Environment, Development & Housing in relation to Introduction of Charges to Cover Costs for Pre-Application Planning Advice, Planning Performance Agreements and Design Review. The purpose of the report was to provide information setting out the case for the introduction of charging for pre-application advice.

50.2 Councillor G. Theobald welcomed the report and stated that his group were also in favour of planning performance agreements. Whilst the Group had current concerns about the level of planning service being provided it was hoped this would lead to greater consistency and quicker approvals of schemes. He added that the Conservative Group would support the recommendations.

50.3 Councillor Sykes noted his support for this approach, and in response to a query it was confirmed that the proposed scheme would be cost neutral for the Council.

50.4 The Chair then put the recommendations to the vote.

50.5 **RESOLVED** – That the Committee:

- 1) Agree to the two stage phased approach to the introduction of charges for pre-application advice as set out in paragraphs 3.11 and 3.12.
- 2) Grants delegated authority to the Executive Director Environment, Development & Housing to negotiate the terms of bespoke, cost neutral PPAs on major development schemes as part of a pre-application advice service.
- 3) Grants delegated authority to the Executive Director Environment, Development & Housing to proceed with the procurement and subsequent award of a contract to provide cost neutral, multidisciplinary expert design review advice to the LPA.

51 PROPOSED SUBMISSION EAST SUSSEX, SOUTH DOWNS AND BRIGHTON & HOVE WASTE AND MINERALS SITES PLAN

51.1 The Committee considered a report of the Acting Executive Director for Environment, Development & Housing in relation to the Proposed Submission East Sussex, South Downs and Brighton & Hove Waste and Minerals Plan. The report sought approval for the publication of the Sites Plan along with supporting documents for an eight week period of consultation from 28 October 2015, subject to approval by East Sussex County Council and the South Downs National Park Authority, prior to submission to the Secretary of State for public examination. The report was recommended to Council for the final decision.

51.2 In response to Councillor Mac Cafferty it was explained by Officers that they were confident there was sufficient allocation in the plan across the wider area, and flexibility had been built in to allow for sites that had had contamination in the past. It was also clarified that whilst there had been a reduction in sites the amount of waste in the area was stable and actually reducing slightly.

51.3 In response to Councillor Janio it was clarified that Hangleton Bottom did not fall within the Area of Outstanding Natural Beauty, and the range of development potentials would be measured against the sensitivity of the site.

51.4 The Chair then put the recommendations to the vote.

51.5 **RESOLVED TO RECOMMEND** – That the Committee recommend that Council:

- 1) Note the responses to the consultation on the Consultation Draft Waste & Minerals Sites Plan (an extract of comments is included in Appendix 1, with a full schedule on the City Council's website, placed in the Members' Rooms, and in main libraries and Customer Service Centres);

- 2) Agree and publish the Proposed Submission Waste & Minerals Sites Plan for statutory public consultation for an eight week period commencing on 28 October 2015 (along with supporting documents);
- 3) Subsequently submit the document to the Secretary of State subject to no material changes being necessary, other than alterations for the purposes of clarification, improved accuracy of meaning or typographical corrections;
- 4) Authorise the Head of City Planning & Development to agree any draft 'main modifications' to the Sites Plan necessary to make it sound and to authorise the publication of such draft modifications for public consultation, save that should any draft modification involve a major shift in the policy approach of the Sites Plan, the draft modification shall be referred by the Head of City Planning & Development to the Policy and Resources Committee for approval;
- 5) Note that all modifications to the Sites Plan will be presented to the Policy and Resources Committee and Full Council in due course as part of the adoption process of the Plan;
- 6) Approve the following background studies as supporting evidence for the Sites Plan (see Appendix 2 for a summary):
 - Sustainability Appraisal;
 - Habitats Regulations Assessment;
 - Strategic Flood Risk Assessment;
 - Site Selection and Methodology Document;
 - Schedule of Suitable Industrial Estates;
 - Detailed Site Assessment Document.

52 CUSTOMER FIRST IN A DIGITAL AGE

- 52.1 The Committee considered a report of the Interim Executive Director for Finance & Resources in relation to Customer First in a Digital Age. The report sought approval for investment in line with the Council's Corporate Plan and existing Medium Term Financial Strategy in the Customer First in a Digital Age Programme. By way of introduction the Chair stated that the report was of huge significance and would form part of the foundation to transform Council services and deliver new ways of working. The programme would be a key measure to make the required savings whilst delivering improved services; the work would be monitored by the Committee and the cross-party working group. The Chair added that he hoped it was a programme that could be supported by all Groups.
- 52.3 Councillor Janio welcomed the report; in response to queries it was clarified that the report included the work that would be undertaken around digital inclusion and the report sought to be high level in nature, but there was much more detail for the working group on each of the project streams.
- 52.3 Councillor Mac Cafferty welcomed the report, but expressed concerns in relation to the reduced potential for contact by phone, highlighting that 10 million adults in the UK had never used the internet; however, he noted the commitment to digital inclusion. He

went on to add that the programme should be explicit on the value of digital skills, particularly for older people.

- 52.4 In response to Councillor Sykes it was clarified by Officers that the ethos behind the programme was to use smaller providers for different elements, as opposed to one large provider; in relation to Orbis it was clarified that the decision on this joint working would be the subject of a decision to a later meeting of the Committee. In response to further queries it was added that work would be undertaken to match customers to their need digitally instead of this going through Officers to shorten as many transaction as possible; there was evidence of this providing savings from the work undertaken by other authorities.
- 52.5 Councillor Wealls noted that the Conservative Group would support the report, but he expressed concern that the option to outsource this work had not been had not considered in full, and added that Members would need much more information going forward on how the proposed savings could be objectively quantified. The Chair added that there would be a cross-party Member working group and annual reports to ensure the programme was fully monitored. The Interim Executive Director also added that there was robust information behind each of the individual work streams.
- 52.6 Councillor A. Norman added that this was an exciting programme, and the city was well placed to deliver given the thriving digital sector; she stressed the need for safeguards to provide elderly customers at risk of digital exclusion.
- 52.7 The Chair then put the recommendations to the vote.
- 52.8 **RESOLVED** - That the Committee:
- 1) Approves the three year investment in the proposed Customer First in a Digital Age (CFDA) Programme as set out in this report at paragraphs 4.12-4.20.
 - 2) Approves the use of a CFDA Investment Fund, CFDA Investment Reserve and the associated revenue and capital expenditure for 2016/17.
 - 3) Notes that expenditure after 2016/17 will be subject to available funding and approval of fully funded annual Capital Investment Programmes by Budget Council in February 2016.
 - 4) Grants delegated authority to the Chief Executive and Section 151/Chief Financial Officer to implement the programme including authorisation of the use of the investments approved at recommendation 2.1, subject to Contract Standing Orders.

53 REVIEW OF THE LONG LEASE HELD BY THE BRIGHTON LIONS AT LIONS COURT

- 53.1 **RESOLVED:**
- 1) That the Policy and Resources Committee approves the Housing & New Homes Committee's recommendation to sell the freehold of Lions Court to the Brighton

Lions for a consideration equal to its market value, in the sum of £670,000, subject to the Lions allocations scheme stating that new tenants will be on the council's housing register.

- 2) That the Policy and Resources Committee approves that the capital receipt be used to support the Housing Revenue Account (HRA) capital programme.
- 3) That the Policy and Resources Committee notes that a restrictive covenant will be placed on the land for social housing use only.

54 PLAYING FIELD AT OLD SHOREHAM ROAD

- 54.1 The Committee considered a report of the Executive Director for Children's Services in relation to Playing Field at Old Shoreham Road. The report made proposals for the future management arrangements of school and college played fields as Old Shoreham Road. The Chair thanked the work of the Local Ward Councillor, Jackie O'Quinn and noted the support that had been received from two local MPs.
- 54.2 Councillor Bewick echoed the comments made by the Chair and added that the minor outstanding issues could be managed by the user group; the cost of erecting the fence and railing would be met from the school capital programme.
- 54.3 In response to concerns raised by Councillor Wealls it was clarified by the Executive Director that whilst an application had been submitted for a village green this was not actually easy to withdraw in procedural terms. The group that had submitted the application had agreed to not pursue it, subject to the positive outcome of the decision before the Committee. The proposals had agreement from all parties involved and the actual cost of the fence had now reduced to approximately £28k.
- 54.4 Councillor Mac Cafferty noted that other previous Ward Councillors had been involved before the local election in particular ex-Councillor Ruth Buckley. He also asked for more assurance around that the application for a village green would not be pursued. In response the Monitoring Officer explained that, were the report agreed, the application for a village green would be left in abeyance. Follow this, the Committee requested it be formally recorded that they expected this to be the case.
- 54.5 Councillor G. Theobald noted that he could not support the report; he felt the recommendations would strengthen the argument to designate the space as a village green, and the primary use as a school playing field should be prioritised and protected. In response Councillor Bewick highlighted that nothing in the framework agreement would change the designation of a playing field, and the exclusive use would remain. The Monitoring Officer also highlighted that the authority retained the power to exclude any activity in favour of the school.
- 54.7 Councillor Janio highlighted that the wider area was well serviced by parks, and he did not agree to the recommendations on principle.
- 54.8 The Chair then put the recommendations to the vote; the recommendations were agreed 6 to 4.

54.9 **RESOLVED:**

- 1) That the Committee note that the land is a school playing field maintained in part by Cardinal Newman Catholic School in accordance with the Local Management of Schools and in part by BHASVIC.
- 2) That the Committee agree to allow responsible informal access to the field by the community until half an hour before the beginning of the school day and from an hour after its end on weekdays during term time and at any time during weekends and school holidays, provided that the fields are not required by the schools.
- 3) That the Committee agree that dogs are to be excluded from the field at all times except in that part of the field that the council (through the Executive Director of Children's Services), the schools and Friends of the Field, agree can be used by dog walkers.
- 4) That the committee agree that if any use of the field prevents the school or college from delivering its curriculum or other activities or causes safeguarding issues in relation to pupils, students or staff that the particular informal user can be excluded from the field.
- 5) That the Executive Director of Children's Services apply to the Environment, Transport & Sustainability Committee to implement an appropriate form of Dog Control Order.
- 6) That the Committee agree to the proposal to fence off an area to the western end of the field to allow dog walking and to provide access to Dyke Road Park as set out in Appendix 3.
- 7) That the committee notes that there are no plans either of the Council or of the college to develop or change the usage of the field. If at some future time such plans are considered there will first be consultation with Friends of the Field and / or neighbours of the field prior to it being considered by an appropriate Council committee. Any such proposals would also need full planning consent.

55 SEAFRONT INVESTMENT PROGRAMME: LANDSCAPING ADJACENT TO BRIGHTON I360

- 55.1 The Committee considered a report of the Acting Executive Director for Environment, Development & Housing in relation to Seafront Investment Programme: Landscaping Adjacent to Brighton i360. The report sought agreement for the financing package in order to commence final completion of landscaping works to Council owned land in an important section of seafront in the vicinity of the Brighton i360.
- 55.2 Councillor G. Theobald thanked Officers for the detailed briefing he had received, and noted that this work was absolutely appropriate in the context of the wider i360 regeneration.

- 55.3 Councillor Mac Cafferty requested that any sculptures in the scheme should use appropriate marine resistant materials and added potential for community use should be included in the scheme – Officers agreed to take these points away.
- 55.4 Councillor Sykes noted the importance of this project and welcomed the cross-party support of the financing scheme.
- 55.5 The Chair highlighted the importance of this as part of seafront regeneration. The Chair then put the recommendations to the vote.
- 55.6 **RESOLVED** – That the Committee agree to:
- 1) To agree that the landscaping scheme is added into the 2015/16 Capital Investment Programme and is funded as set out in paragraphs 7.3 and 7.4.
 - 2) To authorise the Executive Directors of Finance & Resources and Environment, Development & Housing, after consultation with the Chair of Policy and Resources Committee, to take all steps necessary for the successful construction of the works to ensure completion is achieved as soon after opening of Brighton i360 as possible.
 - 3) To authorise the Head of Legal and Democratic Services to complete any necessary documentation and to take such legal steps as they see fit to procure completion of the works.

56 REVIEW OF THE COUNCIL'S CONSTITUTION - OCTOBER 2015

- 56.1 The Committee considered a report of the Monitoring Officer in relation to Review of the Council's Constitution – October 2015. The report proposed changes to the Council's Constitution for approval by the Committee and Council; the issues set out in the report had been reviewed by a cross-party Constitutional Working Group and Leaders Group.
- 56.2 In response to Councillor Janio it was confirmed that the appointment of a Deputy Chair of the Health & Wellbeing Board would allow that person to substitute as the Chair when necessary. It was also clarified that the authority would continue to produce a Sustainability Strategy, despite the withdrawal of the statutory requirement, as it was citywide and fed into the areas of the Corporate Plan.
- 56.3 The Chair then put the recommendations to the vote:
- 56.4 **RESOLVED:** That the Committee:
- 1) Approves the proposals set out at paragraphs 3.7 to 3.8 (Realignment of Finance & Resources Functions), 3.10 (Senior Information Risk Officer) and 3.11 (Assets of Community Value).
 - 2) Recommends to Full Council the proposed changes to the Council's constitution set out in paragraphs 3.2 to 3.4 (Procedure for Dismissing Certain Statutory Officers), 3.5 to 3.6 (Appointment of Chief Executive to be on the

recommendation of the Appointments and Remuneration Panel), 3.9 (terms of reference of the Health & Wellbeing Board), 3.12 (Sustainable Community Strategy), 3.13 (Policy & Resources Committee Terms of Reference) and 3.15 to 3.16 (Contract Standing Orders).

RESOLVED TO RECOMMEND: That Council:

- 3) Approves and adopts the proposed changes to the Council's constitution recommended in paragraph 2.2 above.

RESOLVED AND RESOLVED TO RECOMMEND: That the Committee and Council:

- 4) Authorise the Acting Chief Executive and Monitoring Officer to take all steps necessary or incidental to the implementation of the changes agreed by Policy & Resources Committee and Full Council respectively and that the Monitoring Officer be authorised to amend and re-publish the Council's constitutional documents to incorporate the changes.
- 5) That the changes come into force immediately following approval by Policy & Resources Committee and, for matters requiring Council approval, following approval by Council.

57 UPDATE ON WASTE JOINT WORKING AGREEMENT BETWEEN BRIGHTON & HOVE CITY COUNCIL AND EAST SUSSEX COUNTY COUNCIL

57.1 RESOLVED:

- 1) That the Committee approves the revised Joint Working Arrangement between Brighton & Hove City Council and East Sussex County Council described in this report and presented in the Part 2 paper;
- 2) That the Committee grants delegated authority to the Executive Director Environment, Development and Housing, following consultation with the Chair, to approve future amendments to the Joint Working Agreement.

58 ITEMS REFERRED FOR COUNCIL

58.1 There were no items referred to Council.

59 UPDATE ON WASTE JOINT WORKING AGREEMENT BETWEEN BRIGHTON & HOVE CITY COUNCIL AND EAST SUSSEX COUNTY COUNCIL - EXEMPT CATEGORY 3

59.1 **RESOLVED** – That the information contained in the Part Two appendix be noted.

59A TARGETTED BUDGET MANAGEMENT (TBM) 2015/16 MONTH 5

59A.1 **RESOLVED** – That the Committee agree to defer the decision in respect of recommendation 2.7, in the Part One report, to receive a full report at the Special meeting on 5 November 2015.

60 PART TWO MINUTES - EXEMPT CATEGORIES 3 AND 5

60.1 **RESOLVED** – That the Committee agree the Part Two minutes of the meeting held on 9 July 2015 as a correct record.

61 PART TWO PROCEEDINGS

61.1 **RESOLVED:** That the information contained in Items 59 & 60 remain exempt from disclosure to the press and public.

The meeting concluded at 6.29pm

Signed

Chair

Dated this

day of

BRIGHTON & HOVE CITY COUNCIL

POLICY & RESOURCES COMMITTEE

6.00pm 4 NOVEMBER 2015

THE RONUK HALL, PORTSLADE TOWN HALL

MINUTES

Present: Councillors Morgan (Chair), Hamilton (Deputy Chair), Mac Cafferty (Group Spokesperson), Bewick, Mitchell, A Norman, K Norman, Miller, Sykes and Wealls

PART ONE

62 PROCEDURAL BUSINESS

(a) Declarations of Substitutes

62.1 Councillor K. Norman was present in substitution for Councillor Janio and Councillor Miller was present in substitution for Councillor G. Theobald.

(b) Declarations of Interest

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

(c) Exclusion of Press and Public

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

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

63 CHAIR'S COMMUNICATIONS

63.1 The Chair gave the following communications:

“I would like to welcome you all to this Special Policy and Resources Committee meeting in Portslade Town Hall, which will be webcast live and available for repeated viewing.”

64 CALL OVER

64.1 All items on the agenda were called for discussion.

65 PUBLIC INVOLVEMENT

65.1 The Chair noted that he had agreed to allow one late question, and called Roberta Spink forward to put her question to the Committee.

65.2 Ms Spink asked:

“I understand you have 5 services pending closure, one is being kept open for people with Dementia another for Learning Disabilities but our centre which specialises in care for the Elderly & Disabled is under threat, It is a greatly needed service with fully trained staff, equipment & fully accessible to wheelchairs, it covers a vast area from Woodingdean/Saltdean to Fishersgate, there is no other service in the area like this, for members who have so many complex medical/physical problems, the voluntary sector cannot offer the same standard of care. Where do you propose to put us?”

65.3 By way of response the Chair stated:

“Everyone who is assessed as needing an adult social care service will continue to receive the support that they need.

However, in future some of this support will need to be delivered in different ways, some will be delivered by different organisations and some will be delivered at different buildings.

Our Adult Social Care team has seen increased demand for its services. At the same the funds available to us are reducing. So we simply can't afford to keep doing everything in the same way.

We are committed to putting services before properties. Our focus has to be on people and services, not on bricks and mortar.

Currently 90% of adult care services are provided in the voluntary and private sectors. They provide quality services that are contracted and monitored by the council, but they are more cost effective than the services that the council provides itself.

The national Care Act also places a duty on the council to offer personal budgets that enable people to use for services outside the Council. Because of this the demand for council-run services is reducing.

We have a duty to make sure our much-needed services are delivered as effectively and efficiently as possible, particularly if this could help us secure provision that would be potentially at risk due to the financial situation.

Our priority remains delivering support that is safe, high quality, personalised, accessible and sustainable.

Any change to services would include full consultation with all the service users. This is the same approach for all our social care services across all client groups.”

65.4 By way of supplementary Ms Spink asked if specialised places would be available to ensure service user's diverse medical and physical needs could be met and if friendship groups would be kept together in any move.

65.5 Councillor Morgan responded that the consultation would consider these types of issues and discuss and work with service users as much as possible.

65.6 The Chair thanked Ms Spink for her question and noted there were no further public items.

66 MEMBER INVOLVEMENT

66.1 There were no matters for consideration under Member Involvement.

67 FINANCIAL POSITION UPDATE

67.1 The Committee considered a report of the Interim Executive Director for Finance & Resources in relation to Financial Position Update. The report set out the improved position of a £4.751m projected overspend following a robust review of forecast across all services which included tougher financial controls on recruitment, procurement and spending. The report set out measures to manage the remaining in-year overspend risk as well as managing ongoing pressures and links to decisions requested elsewhere on the agenda to address underlying issues in Adult Social Care.

67.2 The Chair addressed the Committee and explained that the administration was putting plans in place to ensure the Council's finances were on a fair and resilient footing. Thanks were extended to opposition parties for understanding the need to hold the special meeting, and it was noted that other reports on the agenda were seeking to consult on two service areas. In early July the administration had instructed Officers and the report evidenced this was being effective, having almost halving the overspend since the controls had been brought in. Radical action would also need to be taken to ensure the most vulnerable in the city were protected. Despite the challenge it was considered this was the correct approach and would seek to create a platform for new ways of working with the city and residents.

67.3 Councillor A. Norman expressed her concern in relation to comments made by Members of the administration in the local press about the state of the Council's finances; she expressed her view that such language amounted to scaremongering. Councillor Sykes noted his agreement with the comments made by Councillor A. Norman and added that such language could cause unnecessary panic and alarm. In response to these points Councillor Bewick stated his view that the current position of the Council's finances was the result of decisions taken by the previous administration and the impact of reforms from Central Government.

67.4 In response to queries from Councillor Wealls the Executive Director for Children's Services explained that there were prescribed circumstances for using funds from the dedicated schools grant in the general fund. In relation to increasing the number of in-house foster care places in the city it was clarified that there was work ongoing with an external organisation to try to increase this number in a new and different way to how this had been approached in the past. Increasing in-house places was the long-term

financial approach as there were significant financial savings through the use of in-house carers as opposed to agency. It was also clarified that the Child Review Board was still in operation.

- 67.5 The Executive Director for Adults' Services also explained to Councillor Wealls that the directorate was able to use funds that had been allocated for reforms that had not come into effect this year, as Central Government had not asked for these to be returned.
- 67.6 In response to Councillor Sykes the Acting Executive Director for Environment, Development & Housing confirmed there was pressure on the temporary accommodation budget as this was demand lead; however, some lower cost lease accommodation was coming forward through the procurement exercise undertaken earlier in the year.
- 67.7 In response to Councillor Miller the Interim Executive Director for Finance & Resources confirmed that a decision had been taken by the Executive Leadership Team to share the burden of savings equally across all directorates.
- 67.8 In response to Councillor K. Norman the Executive Director for Adult's Services explained that the resource allocation system was used when a service user had a range of personal needs; as services were moved to community based services it was envisaged the cost would reduce by approximately 3% across the board.
- 67.9 Councillor Hamilton highlighted the necessity to balance the budget and noted that whilst some directorates were underspending others were still significantly overspent. He noted the level of savings that needed to be achieved in 2016/17 and stated that any overspend this year would have to be added to savings targets for next.
- 67.10 Councillor Mac Cafferty expressed concern that the report had been circulated late given the importance of the matters; he went on to query the discretion that the report proposed to grant Officers in recommendation 2.3. He asked for assurance there would be Member oversight of this to help boost public confidence; he also recognised the necessity for service changes, but added this needed to be informed thorough equality impact assessments.
- 67.11 Councillor Mitchell stated that she considered the recommendation at 2.3 to be fairly standard in terms of the type of language used in financial reports. She added that there would be a full TBM report to the next normal meeting of the Committee which would allow for Member oversight and the purpose of bringing the paper to the special meeting was to seek cross-party support at the earliest opportunity.
- 67.12 In response to the points raised the Monitoring Officer clarified that the late report was in compliance with both legislation and the Council's constitution, and the Interim Executive Director Finance & Resources added that the late report had been due to the availability of information relating to TBM 6. Any action taken in respect of recommendation 2.3 would be within existing Officer Delegations.
- 67.13 The Chair then put the recommendations to the vote.

67.14 **RESOLVED** – That the Committee:

- 1) Note the forecast risk position for the General Fund as at month 6 (September), which indicates a budget pressure of £4.751m. This consists of £4.259m on council controlled budgets and £0.492m on the council's share of NHS managed Section 75 services.
- 2) Note the improvement targets for each service which must be achieved in full to enable the authority to achieve break-even on its General Fund budget.
- 3) Agree the proposals and measures set out in the report and authorise officers to take all steps necessary or incidental to the implementation of the proposals.

68 BRIGHTON OPEN MARKET CIC LOAN REQUEST

- 68.1 The Committee considered a report of the Acting Executive Director for Environment, Development & Housing in relation to Brighton Open Market Community Interest Company (CIC) Loan Request. The report sought to delegate authority to the Executive Director for Environment, Development & Housing and the Executive Director for Finance & Resources to agree a loan of £61,000 to the CIC to address cash flow difficulties until it moved into profit; the loan would not be granted until a recovery plan had been agreed with the Executive Directors and the Monitoring Officer would be authorised to complete all necessary documentation.
- 68.2 The Chair noted that the agreement of the loan had been deferred from the previous meeting of the Committee in October following a request for a full report to be brought to this meeting.
- 68.3 Councillor Bewick proposed an additional recommendation to request Officers ensure business advice was sought and involved in acting the recovery plan, and that a monitoring report be brought back to the Committee at the end of the financial year.
- 68.4 The Chair then put the proposed Labour & Co-Operative amendment to the vote from Councillor Bewick. This was **carried**.
- 68.5 In response to questions from Councillor Miller the Acting Executive Director for Environment, Development & Housing explained that the business plan sought to address the problems this financial year and ensure actions were taken now to reach a stable cash flow situation.
- 68.6 Councillor Sykes noted his support for the report, but requested assurance in relation to the level of risk involved.
- 68.7 Councillor Wealls noted that that additional financial information could have been provided to the Committee in Part Two, as the Committee had little information on the profitability of the market, he noted that it would be the position of the Conservative Group to abstain without this level of detail. The Monitoring Officer confirmed that the report only sought delegated authority to grant the loan once Officers were of the view that this was in the best interest of the Council.

- 68.8 Councillor Mac Cafferty noted his concerns with the recovery plan, and stated that there should be some wording in the plan to asking the CIC to review its relationship with the traders; given the concerns that had been expressed in their deputation to the October meeting of the Committee. Councillor Mac Cafferty also queried if there was sufficient in-house expertise to prevent the potential need of hiring a consultant to better manage business rates.
- 68.9 Councillor A. Norman noted her observations of the site as a shopper stating that more needed to be done to increase footfall, as well as improving the general atmosphere of the market.
- 68.10 Councillor Allen addressed the Committee at the discretion of the Chair as a Board member of the Open Market CIC; he provided some context and information on the events had lead up to the request for a loan. Councillor Allen stated his view that moves had been made towards being more open, and added that the recruitment of additional independent directors was crucial. He asked that the Committee agree to grant delegated authority for the loan to be agreed.
- 68.11 The Chair then put the amended recommendations to the vote:
- 68.12 **RESOLVED:**
- 1) That the Committee agree to make available a loan of £61,000 to the Brighton Open Market CIC to allow it to continue trading and implement its Recovery Plan as discussed below in paragraphs 4.4 and 4.8 and attached at Appendix 1.
 - 2) That the Committee grant delegated authority to the Executive Director Environment, Development & Housing and Executive Director Finance & Resources to agree the Recovery Plan with Brighton Open Market CIC prior to releasing the requested loan and authorises the Head of Legal Services to complete all of the required documentation.
 - 3) That Officers ensure that business is sought and involved in acting the recovery plan, and that a monitoring report is brought to the Committee by the end of the financial year.

69 TOWER HOUSE DAY SERVICE

- 69.1 The Committee considered a report of the Executive Director for Adult's Services in relation to Tower House Day Service. The report was brought to the Committee as the service was unable to deliver the required level of savings and a decision was required to enable consultation to begin in order to identify how a more cost effective service could be provided.
- 69.2 In response to Councillor Miller the Executive Director explained that the terms of lease prevented use of the building in the evenings and weeks; further information was also provided in terms of the number of service users and the costs involved. It was also clarified that work was undertaken to support carers to prevent reduction of costs in one part of the service having a knock on effect in other area. In relation to community share services there was a panel system, and vigour was being applied to ensure

resources were used appropriately. Councillor Miller noted that he supported the consultation in principle, but wanted to ensure all options were considered and proposed an amendment to consider subsidising the service by other uses of the facility at evenings and weekends.

- 69.3 Councillor K. Norman highlighted the importance of providing the best service for the users as individuals, and noted that the provision of a day centre was not necessarily the best means to be this. He went on to state that it would be vital to see what came out of the consultation; in response to a query the Executive Director confirmed that it would be appropriate to share the content of the consultation with Members of the Committee and the Health & Wellbeing Board. Councillor K. Norman proposed amending recommendation 2.1 to add the words 'if possible' to the end of the sentence.
- 69.4 Councillor Mac Cafferty expressed concerns in relation to the report in relation to the assumption that the voluntary sector could support the service users. He highlighted that many service users had created strong friendship bonds amongst one another, and that much of the work would predicate on the use of personal budgets, but some users were reluctant to take on this level of responsibility. Councillor Mac Cafferty went on to propose the amendments from the Green Group and stated that the option to maintain the current day service was based on a recent Supreme Court ruling.
- 69.5 Councillor Sykes seconded the amendment and stated that full consultation needed to include the option of maintaining the existing to make the exercise truly open and honest for the service users.
- 69.6 Councillor Hamilton noted that he could see the rationale behind the amendment and did not want to rule out the option of the voluntary sector providing the service.
- 69.10 The Monitoring Officer confirmed that the wording of the amendment was legally appropriate.
- 69.11 The Chair then put the proposed Conservative Group amendment from Councillor K. Norman to the vote. This was **carried**.
- 69.12 The Chair then put the proposed Conservative Group amendment from Councillor Miller to the vote. This was **carried**.
- 69.13 The Chair then put the proposed Green Group amendment from Councillor Mac Cafferty to the vote. This was **carried**.
- 69.14 The Chair then put the amended recommendations to the vote.
- 69.15 **RESOLVED**
- 1) That the Committee agrees to a three month consultation with all service users, and carers as appropriate, currently using Tower House. The purpose of the consultation will be to explore the options available for meeting the needs of service users in a more cost-effective way. The options are:

- i) To maintain the existing day centre service at Tower House, reviewing options to deliver this in a more cost effective way, including, if necessary, reducing the level of provision;
 - ii) That people are supported to receive a personal budget and choose alternative activities if possible;
 - iii) That people are supported to move to an alternative day service that meets their needs and can be provided in a more cost effective way.
 - iv) For Council Officers to explore opportunities to cross subsidise the service by using the facility for other uses on evenings and weekends
- 2) That at the end of the consultation period a report is brought back to this committee for a decision as to the future provision for the day service and how best to meet the needs of its service users.

70 LEARNING DISABILITY ACCOMMODATION SERVICE

- 70.1 The Committee considered a report of the Executive Director for Adults' Services in relation to the Learning Disability Accommodation Service. The report proposed that, due to the financial position, the Council should no longer provide an accommodation service for people with a learning disability, but instead people should receive an accommodation service provided by the independent sector through procurement arrangements with the Council.
- 70.2 Councillor K. Norman noted that the report reflected the changing nature of adult social care and the desire of more service users to live in a more integrated manner, but added that some would need close monitoring of their provision and service. He added that the Conservative Group supported the reports and the recommendation, but not the amendment that had been tabled by the Green Group.
- 70.3 Councillor Mac Cafferty moved an amendment on behalf of the Green Group and stated that there was concern some service users would have to be moved against their wishes; some of which would have been in their accommodation for some years. He added that the personalisation agenda should allow service users to be empowered, and felt this approach undermined that ethos.
- 70.4 Councillor Sykes seconded the amendment, and added that it sought to provide a full and honest consultation; especially given the strength of feeling around changes from service users.
- 70.5 The Chair put the proposed Green Group amendment to the vote, this was **lost**.
- 70.6 The Chair then put the substantive recommendations to the vote.
- 70.7 **RESOLVED:**

- 1) That the Committee agrees to a three month consultation with all service users, including their carers and advocates as appropriate, who currently live in the Council's directly provided supported housing and residential care services. The purpose of the consultation will be to look at what alternative options there are to re-provide the care and support so that it meets service users individual needs, provides value for money, and delivers financial efficiencies over the next four years. The options are:
 - i) That people are supported to move to alternative accommodation that meets their needs and can be provided in a more cost effective way.
 - ii) That people are supported to receive a personal budget and alternative accommodation.
 - iii) That people remain in their existing homes and receive their care and support from another provider.
- 2) That at the end of the consultation period a report is brought back to this committee with recommendations about how the services could be re-provided to achieve the these aims.

71 ITEMS REFERRED FOR COUNCIL

71.1 There were none.

72 LEARNING DISABILITY ACCOMMODATION SERVICE - EXEMPT CATEGORY 2

72.2 **RESOLVED** – That the information contained in the Part Two appendix be noted.

73 PART TWO PROCEEDINGS

73.1 **RESOLVED:** That the information contained in Item 72 remain exempt from disclosure to the press and public.

The meeting concluded at 7.42pm

Signed

Chair

Dated this

day of

Subject: Petitions
Date of Meeting: 3 December 2015
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 Notified petitions:

- i) **Hold i360 to Account.** Petition from Mr. R. Heale referred from the Council meeting held on the 22 October 2015.

To receive the following ePetition:

We the undersigned petition Brighton & Hove Council to hold i360 Ltd to account in order to benefit the best interests of the residents of this City.

Justification:

We note that the previous Council Administration approved this Scheme with the minimum of public consultation and that the Council lent £36.2 Million to i360 Ltd.

We urge that Company to minimise any environmental damage as a result of the scheme, ensure public access to the area around the West Pier and ensure that we get the full return with additional interest from the Council stake in this Scheme. In particular we ask:-

1. The Council to use its powers, including bye-laws, to ensure that the area is protected, that minimal disruption is caused and that the interests of residents and small businesses are protected.
2. The Council to ensure that the current Planning Conditions are enforced and that these are strengthened where necessary.
3. The Council to ensure that there is no encroachment by the i360 LTD onto the beach and other areas of the seafront beyond the strict boundaries already agreed.
4. The Council to ensure that all relevant Legislation including Health and Safety Laws are adhered to.
5. The Council to apply all relevant financial penalties, Community benefits, Business Rates and other sources of income to ensure that any potential losses now or in the future are minimised.

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 Support for a community café and storage space

(Spokesperson) – Ms. S. Betts

Supported by:
Adam Buckingham
Imogen Richmond-Bishop
Jess Hooper
George Beard

Deputation: Support for a community café and storage space

We wish to urge the council to support us in our search for a premises for a community café and storage space. The Real Junk Food Project Brighton has been running for just under a year, in this time we have saved over 14 tonnes of edible food from landfill and fed thousands of people. We have served food to both MP's at the Houses of Parliament and to the most vulnerable members of our community. We have worked with and supported a number of organisations in our city, including but not limited to Justlife, Rise, Brighton Voices in Exile, Chomp, and the Brighton and Hove Food Partnership. We are however unable to expand further without our own full time café space and storage area.

- 1 - Malnutrition and child poverty: Malnutrition and child poverty are on the rise in the UK. In some areas of Brighton poverty affects 41.9% of under 18s, this not only has immediate consequences on the wellbeing of the individual, but also can have long term health effects. At our pop-up cafes we provide not only a nutritious meal, but also ingredients for people to take home.
- 2 - Social isolation: We help individuals who are suffering from social isolation, loneliness and other mental health issues, our community cafés are open to all and aim to provide a safe space for those who need it. We can also help individuals find support appropriate to their needs through our ties with numerous community groups and charities in our city.
- 3 - Unemployment – We rely on a core team of volunteers to help us run our café. We provide volunteers with valuable experience working in kitchens, in dealing with the public and we also are working on providing formal training for our core team therefore improving their chances of gaining employment. In the future once we are able to be open full time we will be aiming to provide employment opportunities to members of our community.
- 4 - Food Waste: Food waste in the household costs the average family £680 per annum, we aim to help people reduce this by holding workshops on menu planning and food budgeting. We also to aim to tackle food waste on a national level as well, it is for this reason that we have supporting Kerry McCarthy's food waste bill.
- 5 - Health issues and obesity : In 2010 obesity cost the NHS in Brighton and Hove £78.1 million, obesity can be linked to processed foods that are high in fats, sugars, and salt, we are working on providing healthy nutrition classes that will be both provided by our core team of volunteers and external practitioners. For this we have built close relationships with nutritionists, and in particular with the Brighton and Hove Food Partnership and Nutrition for Change and are just waiting for a full time premises to be able to run these.

Spokesperson – Ms. S. Betts

Supporting Information:

'We've been working in partnership with Real Junk Food in Brighton for about 6 months, their work is nothing short of incredible. The Real Junk Food team work tirelessly to produce healthy, creative and tasty meals for dozens of Justlife clients who gather every week for support and developmental activities. Our work with people who are close to the streets has been enhanced immensely by RJFs reliability, generosity and professionalism in every encounter and we fully endorse any application which they make for further support.'

Gary Bishop, CEO, Justlife.

'We've partnered with Real Junk Food for our Chomp project. Chomp provides nutritional meals during the school holidays for kids that rely on free school meals during term time. Real Junk Food have been great at communicating what food they have collected and donate to Chomp - fresh produce that we can use in our meals or excess tinned goods that we can give to families that we know are struggling financially. Real Junk Food have also kindly invited Chomp families to dine complimentary at their cafe, which has been great for our families. One of our values is to reduce waste and use local food and Real Junk Food help us achieve this in an efficient way so we can focus on the families.'

Amy Goodwin, Chomp Manager

'I support The Real Junk Food Project Brighton because it redeems an injustice'.

Ben Szobody, One Church

'The Real Junk Food Project is ground-breaking and I am delighted to welcome it to Brighton and Hove. At a time of growing concern about the provenance of our food, about food waste and increased reliance on food banks, The Real Junk Food Project is asking all the right questions – and coming up with answers too. It seeks not just to address the symptoms of some of the problems with our food production system but goes back to the causes, in a bid to reconnect people with the pleasures and benefits of real food.'

Caroline Lucas MP

WRITTEN QUESTIONS

(a) Councillor Dick Page

'Does the Administration support the Local Government Association (LGA)'s call, in their submission to the Government's November spending review, for devolution to Councils of the Bus Service Operators' Grant (a fuel rebate scheme), and for full funding of Concessionary Fares, to - as Cllr Peter Box (Conservative), LGA Transport spokesman, says - "protect cherished bus services and ease pressure on stretched Council budgets?'

Reply from Councillor Morgan, Leader of the Council

Subject:	Targeted Budget Management (TBM) 2015/16 Month 7		
Date:	3 December 2015		
Report of:	Interim Executive Director of Finance & Resources		
Contact Officer:	Name:	Nigel Manvell	Tel: 29-3104
	Email:	Nigel.manvell@brighton-hove.gov.uk	
Ward(s) affected:	All		

FOR GENERAL RELEASE

1 SUMMARY AND POLICY CONTEXT:

- 1.1 The Targeted Budget Monitoring (TBM) report is a key component of the council's overall performance monitoring and control framework. This report sets out the projected forecast risk as at Month 7 (October) on the council's revenue and capital budgets for the financial year 2015/16.
- 1.2 The month 7 report is an important forecast as it accompanies the draft revenue budget proposals elsewhere on the agenda and indicates the likely financial position that will need to be taken into account when setting the 2016/17 budget.
- 1.3 Month 6 (September) indicated a substantial forecast risk of £4.751m after taking into account corrective action and the impact of increased recruitment and financial controls introduced in late August. The report to the Special Policy & Resources meeting on 4 November outlined 'improvement targets' across all directorates to bring the position back into balance. The forecast risk for month 7 (October) shows further improvement of nearly £3m bringing the forecast overspend risk down to £1.653m. This is a significant improvement and there must now be reasonable optimism that a break-even position can be achieved over the remaining 5 months. However, this can only be achieved if current strict recruitment and financial controls remain in force.
- 1.4 Financial performance is kept under review on a monthly basis by the Cross-Party Budget Review Group and the management and treatment of forecast risks is considered by the Audit & Standards Committee.

2 RECOMMENDATIONS:

It is recommended to:

- 2.1 Note the forecast risk position for the General Fund, which indicates a budget pressure of £1.653m. This consists of £1.111m on council controlled budgets and £0.542m on the council's share of the NHS managed Section 75 services.

- 2.2 Note the forecast for the Housing Revenue Account (HRA), which is an underspend of £0.512m.
- 2.3 Note the forecast for the Dedicated Schools Grant which is an underspend of £0.035m.
- 2.4 Note the forecast outturn position on the capital programme.
- 2.5 Approve the capital programme variations and reprofiles in Appendix 3 and new capital schemes in Appendix 4.

3 RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS:

Targeted Budget Management (TBM) Reporting Framework

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

General Fund Revenue Budget Performance (Appendix 1)

- 3.3 The table below shows the forecast outturn for Council controlled revenue budgets within the General Fund. More detailed explanation of the variances can be found in Appendix 1.

Forecast Variance Month 6 £'000		2015/16 Budget Month 7 £'000	Forecast Outturn Month 7 £'000	Forecast Variance Month 7 £'000	Forecast Variance Month 7 %
	Directorate				
2,722	Children's Services	55,327	57,681	2,354	4.3%
3,903	Adult Services	66,919	69,728	2,809	4.2%
290	Environment, Development & Housing	30,717	30,652	(65)	-0.2%
(147)	Assistant Chief Executive	15,379	14,890	(489)	-3.2%
(106)	Public Health (incl. Community Safety & Public Protection)	5,114	4,790	(324)	-6.3%
(1,237)	Finance, Resources & Law	29,512	27,510	(2,002)	-6.8%
5,425	Sub Total	202,968	205,251	2,283	1.1%
(1,166)	Corporate Budgets	6,653	5,481	(1,172)	17.6%
4,259	Total Council Controlled Budgets	209,621	210,732	1,111	0.5%

- 3.4 The General Fund includes general council services, corporate budgets and central support services. Corporate budgets include centrally held provisions and budgets (e.g. insurance). General Fund services are accounted for separately to the Housing Revenue Account (Council Housing). Although part of the General Fund, financial information for the Dedicated Schools Grant is shown separately as this is ring-fenced to education provision (i.e. Schools).

Corporate Critical Budgets

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

Forecast Variance Month 6 £'000		2015/16 Budget Month 7 £'000	Forecast Outturn Month 7 £'000	Forecast Variance Month 7 £'000	Forecast Variance Month 7 %
	Corporate Critical				
1,077	Child Agency & In House	20,454	21,566	1,112	5.4%
2,325	Community Care	39,765	40,909	1,144	2.9%
(386)	Parking	(17,078)	(17,685)	(607)	-3.6%
642	Temporary Accommodation	992	1,704	712	71.8%
(400)	Housing Benefits	(637)	(1,034)	(397)	62.3%
3,258	Total Council Controlled	43,496	45,460	1,964	4.5%

Summary of the position at Month 7

The main pressures reported at Month 7 continue to be across Children's and Adults social care and homelessness (temporary accommodation) as follows:

- 3.6 **Children's Services:** There continues to be increased pressure on the children's social care system both within Brighton and Hove and nationally. This is as a consequence of increased awareness of child abuse and child sexual exploitation following a number of high profile cases nationally. The age range with the largest increase are adolescents who can present quite problematic needs. The national increase in 2013/14 was 10.8% in referrals and a 12.1% increase in children subject to a child protection plan and it is believed this has continued to increase nationally this year. In Brighton and Hove there have been increases as a consequence of introducing improvements in the referral process following the start of the Multi Agency Safeguarding Hub (MASH). The most recent data shows that between March 2015 and June 2015 there was an increase in the number of assessed children from 673 to 976.
- 3.7 Overall, this is causing a cost pressure of £1.514m on social services staffing and £0.862m on placement budgets (as above). Together with risks of £0.700m on savings plans, and other underspending of £0.722m, this explains the forecast risk of £2.354m at month 7.
- 3.8 **Adults Services:** The service is facing a significant financial challenge in 2015/16 in mitigating the pressures arising from the 2014/15 overspent position, and managing in year demand alongside implementing the Care Act, developing integration plans through the Better Care programme and completing the Learning Disabilities Review.
- 3.9 The forecast TBM risk at Month 7 of £3.351m has decreased over Month 6 in the light of improved forecasting through data quality checks and the release of one-off funding for the Care Act. The forecast risk includes the following main elements that are described in more detail in Appendix 1:
- Approved budget savings of £8.101m at Month 7 are projected to be £0.018m greater than the savings target but not without risks against the remaining anticipated savings of £1.906m.
 - In year spend has been reduced by £3.397m as a result of the action taken to manage demand for and cost of community care placements, improved forecasting through data quality checks, increased scrutiny and management controls and funding from health that has been agreed.
 - The in year forecast includes one-off funding identified for the Care Act implementation of £2.147m which has been applied to support the investment required to deliver the savings plans. There is a subsequent risk in 2016/17 on the savings as a result of the investment being non-recurrent.
 - There are unachieved savings from previous years of £3.184m across assessment and provider services for which mitigating recovery plans have been developed, including the Learning Disability Review, and at

Month 7 there is a significant risk against £2.794m of these savings (as reflected in the forecast overspend) .

- The main area of forecast risk concerns service pressures identified at the beginning of the year of £3.769m relating to increased complexity of need, increased cost of transitions cases, pressures on the provider services budget and Deprivation of Liberty cases. At month 7 there is a significant risk against £3.658m of the plans against these pressures (as reflected in the forecast overspend).

3.10 The funding of all packages is scrutinised for Value for Money, ensuring that eligible needs are met in the most cost-effective manner which will not always meet customer aspirations, this forms a key part of the savings implementation plan. Adult Services are also using benchmarking information to support the driving down of unit costs but are faced with increased complexity and growth. Through regional and other social care networks we have been looking at best practice in delivering cost effective services in order to influence future direction- this includes demand management and identifying opportunities through Housing.

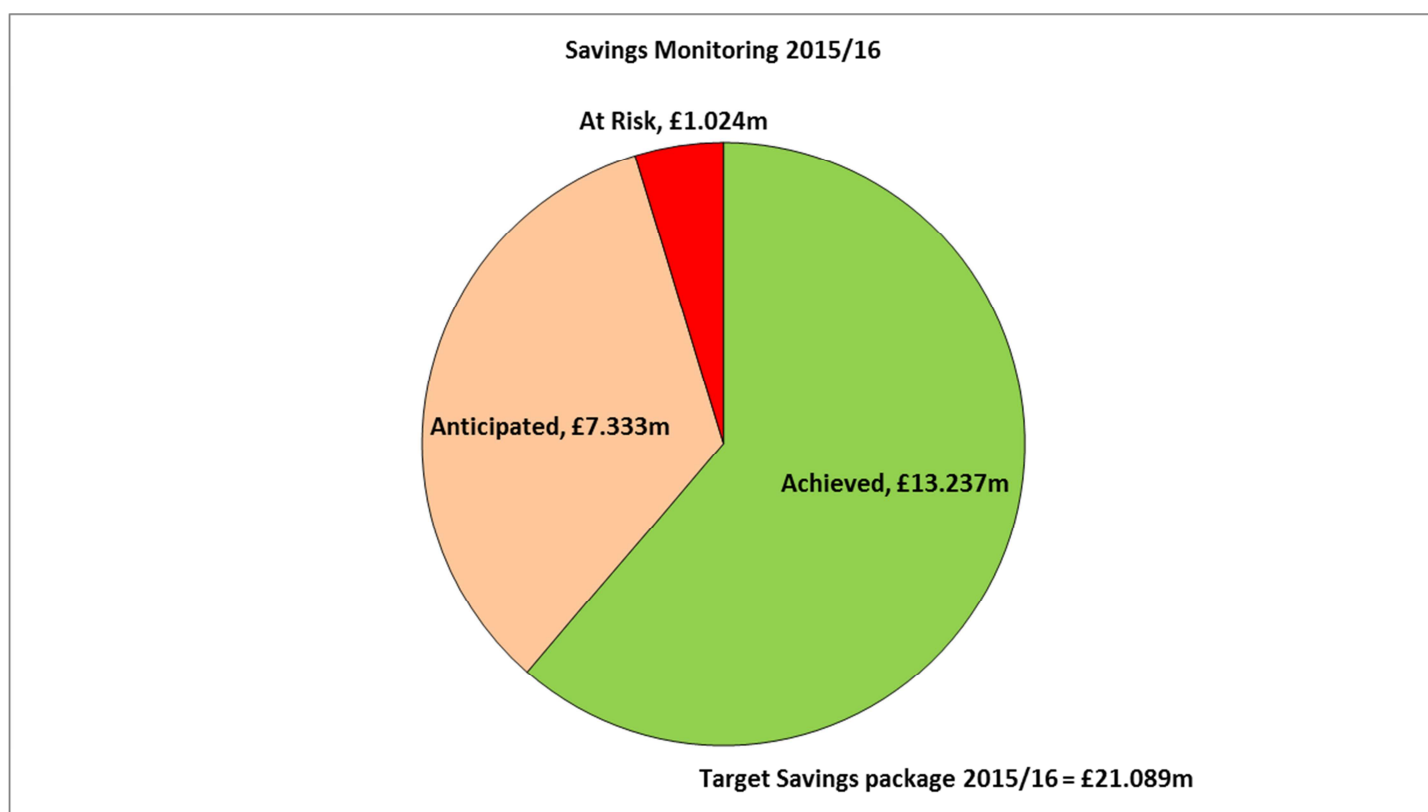
3.11 Where practical savings plans for 2016/17 are being brought forward to deliver a part year effect in the current financial year. This includes working towards the refinement of the Resource Allocation System (RAS) by increasing the savings against personal budgets by an additional 3% for the remainder of the financial year, making better use of community assets alongside a more personalised approach, and opportunities for service redesign within provider services.

3.12 As described there are significant risks still present within the forecast. In addition, with winter approaching there is potential for a spike in demand and it may be necessary to invest in the relatively fragile care market to ensure that care needs can be met.

3.13 **Housing Services and Temporary Accommodation:** There is a £0.692m pressure mainly relating to the ongoing need to spot-purchase expensive bed and breakfast accommodation which has been made worse by the need to hand back 54 leased properties so far this year. This reflects growing homelessness and the difficulty of securing affordable private rented homes in the city to meet the council's statutory housing obligations in a period of rapidly rising house and private rent prices. With the new framework in place, more cost effective leased properties are being procured but these are not keeping pace with demand. Therefore the need to spot purchase nightly temporary accommodation has not reduced as originally forecast. The review of properties with Adults and Children's services clients has not resulted in any properties being released. Although 100 new leased properties have just been procured it will take some months before these become available. Other landlords with fewer properties are also being approached with a view to expanding the leased property portfolio. Housing services (General Fund) also have a number of undeliverable savings (£0.150) which has contributed to the Housing overspend position.

Monitoring Savings

- 3.14 The savings package approved by full Council to support the revenue budget position in 2015/16 was £21.089m (£24.852m in a full year). This is a very large savings package and follows 4 years of substantial packages totalling nearly £77m. Achievement of savings programmes and actions in 2015/16 is closely monitored to ensure satisfactory progress and avoid adding to financial pressures in future years through non-achievement.
- 3.15 Appendix 1 provides details of savings in each directorate and indicates for each saving what has been achieved, is anticipated to be achieved, or is at risk. Appendix 2 summarises the position across all directorates and presents the entire savings programme. The graph below provides a summary of the position as at Month 7. This shows that delivery of the savings programme for 2015/16 is substantially on track with only a small number of items at risk. Mitigation of these risks is included in the development of services' financial recovery actions.



(Note: Achieved savings can include over-achievements)

Housing Revenue Account Performance (Appendix 1)

- 3.16 The Housing Revenue Account is a separate ring-fenced account which covers income and expenditure related to the management and operation of the council's housing stock. Expenditure is generally funded by Council Tenants' rents. The current forecast is an underspend of £0.512m and more details are provided in Appendix 1.

Dedicated Schools Grant Performance (Appendix 1)

3.17 The Dedicated Schools Grant (DSG) is a ring-fenced grant which can only be used to fund expenditure on the schools budget. The schools budget includes elements for a range of services provided on an authority-wide basis including Early Years education provided by the Private, Voluntary and Independent (PVI) sector, and the Individual Schools Budget (ISB) which is divided into a budget share for each maintained school. The current forecast is an underspend of £0.035m and more details are provided in Appendix 1. Under the Schools Finance Regulations any underspend must be carried forward to support the schools budget in future years.

NHS Managed S75 Partnership Performance (Appendix 1)

3.18 The NHS Trust-managed Section 75 Services represent those services for which local NHS Trusts act as the Host Provider under Section 75 Agreements. Services are managed by Sussex Partnership Foundation Trust (SPFT) and Sussex Community NHS Trust (SCT) and include health and social care services for Adult Mental Health, Older People Mental Health, Substance Misuse, AIDS/HIV, Intermediate Care and Community Equipment.

3.19 These partnerships are subject to separate annual risk-sharing arrangements and the monitoring of financial performance is the responsibility of the respective host NHS Trust provider. Risk-sharing arrangements can result in financial implications for the council should a partnership be underspent or overspent at year-end and hence the performance of the partnerships is reported as a memorandum item under TBM throughout the year.

Forecast Variance Month 6 £'000		2015/16 Budget Month 7 £'000	Forecast Outturn Month7 £'000	Forecast Variance Month 7 £'000	Forecast Variance Month 7 %
493	Section 75 NHS Trust managed S75 Services	11,555	12,097	542	4.7%

Capital Programme Performance and Changes

3.20 The table below provides a summary of capital programme performance by Directorate and shows that there is an overall overspend of £1.047m forecast at this stage.

Forecast Variance Month 6 £'000		2015/16 Budget Month 7 £'000	Forecast Outturn Month 7 £'000	Forecast Variance Month 7 £'000	Forecast Variance Month 7 %
	Capital Budgets				
0	Children's Services	25,801	25,801	0	0.0%
0	Adult Services	474	474	0	0.0%
572	Environment, Development & Housing - General Fund	40,342	40,914	572	1.4%
444	Environment, Development & Housing - HRA	36,957	37,451	494	1.3%
(19)	Assistant Chief Executive	4,084	4,065	(19)	-0.5%
0	Public Health	423	423	0	0.0%
0	Finance, Resources & Law	20,152	20,152	0	0.0%
0	Corporate Services	25	25	0	0.0%
997	Total Capital	128,258	129,305	1,047	0.8%

3.21 Appendix 3 shows the changes to the budget and Appendix 4 provides details of new schemes for 2015/16 to be added to the capital programme which are included in the budget figures above. Policy & Resources Committee's approval for these changes is required under the Council's Financial Regulations. The following table shows the movement in the capital budget since approval in the Month 5 report to the October Policy & Resources Committee.

Capital Budget Summary	2015/16 Budget £'000
Approved budget as at Month 5	137,697
Reported at other Policy & Resources committees since Month 5	200
New schemes to be approved in this report (see Appendix 4)	592
Variations (to be approved – see Appendix 3)	329
Reprofiles (to be approved - see Appendix 3)	(9,911)
Slippage (to be approved – see Appendix 3)	(649)
Total Capital Budget	128,258

3.22 Appendix 3 also details any slippage into next year. In total, project managers have forecast that £0.649m of the capital budget may slip into the next financial year and this equates to 0.51% of the budget.

Implications for the Medium Term Financial Strategy (MTFS)

3.23 The council's MTFS sets out resource assumptions and projections over a longer term. It is periodically updated including a major annual update which is included in the annual revenue budget report to Policy & Resources

Committee and Full Council. This section highlights any potential implications for the current MTFs arising from in-year TBM monitoring above and details any changes to financial risks together with any impact on associated risk provisions, reserves and contingencies. Details of Capital Receipts and Collection Fund performance are also given below because of their potential impact on future resources.

- 3.24 The council has set aside risk provisions to mitigate non-achievement of savings or other unexpected pressures should the need arise. Risk provisions currently held are shown in the Corporate Budgets section of Appendix 1. Risk provisions will continue to be held back as every effort should be made to achieve financial balance through in-year savings, mitigating actions and controls, and recovery plans.

Capital Receipts Performance

- 3.25 Capital receipts are used to support the capital programme. Any changes to the level of receipts during the year will impact on future years' capital programmes and may impact on the level of future investment for corporate funds and projects such as the Strategic Investment Fund, Asset Management Fund, ICT Fund and the Workstyles VFM projects. The planned profile of capital receipts for 2015/16, as at Month 7, is £9.770m against which there have been receipts of £9.187m in relation to the disposal of Eastbrook Farm allotments, the Buckingham Road sites, 2 Boundary Road, the appropriation of the Whitehawk library site, the disposal of, a number of minor lease extensions at the Marina and the repayment of improvement grants.
- 3.26 The forecast for the 'right to buy sales' in 2015/16 (after allowable costs, repayment of housing debt and forecast receipt to central government) is that an estimated 50 homes will be sold with a maximum useable receipt of £0.480m to fund the corporate capital programme and net retained receipt of £2.387m available to re-invest in replacement homes. To date 45 homes have been sold in 2015/16.
- 3.27 A total of £2.275m receipts from the housing Local Delivery Vehicle (LDV) have been received to date. A further tranche of circa £1.400m is expected toward the end of the financial year. The net receipts are ringfenced to support investment in council owned homes.

Collection Fund Performance

- 3.28 The collection fund is a separate account for transactions in relation to council tax and business rates. Any deficit or surplus forecast on the collection fund relating to council tax is distributed between the council, Sussex Police and East Sussex Fire Authority whereas any forecast deficit or surplus relating to business rates is shared between, the council, East Sussex Fire Authority and the government.
- 3.29 The council tax outturn for 2014/15 showed an improved position which means there is a brought forward collection fund surplus in 2015/16 of £0.400m, of which the council's share is £0.350m. The in-year monitoring for

2015/16 indicates a surplus of £1.737m, of which the council's share is £1.475m. The main factors within this surplus are lower than forecast Council Tax Reduction (CTR) discounts as a result of reducing caseload (£0.900m), lower student exemptions awards (£0.300m), higher than forecast property numbers (£0.500m), band increases (£0.250m) and higher than forecast discounts of £0.200m for Severely Mentally Impaired (SMI).

3.30 The business rates outturn for 2014/15 showed an improved position of £0.130m for the council. The in-year monitoring for 2015/16 indicates a deficit of £2.007m of which the council's 49% share is £0.983m. This change is mainly caused by the recognition of a greater impact of appeals than previously estimated which requires greater provisions for backdated appeals as well as reducing the anticipated resource from business rates in future years. For example, there has been a national change to the rating of purpose built doctors' surgeries which has reduced rateable value on average by 65%, resulting in significant reductions in the ongoing business rates as well as a one-off payment for the backdated impact. Another example is in relation to a Valuation Office amendment, outside of the appeals scheme, which significantly reduced the rateable value of a property by changing the use from 'shop and premises' to 'retail warehouse and premises' and as this was backdated it reduced the ongoing liability and resulted in a one-off refund.

3.31 In addition to these gross liability changes there are also higher than anticipated awards of small business rates relief, mandatory charity relief and empty reliefs. Business rates still remain a difficult area to predict with certainty and the actual impact from the large number of appeals raised at year-end will not be known until all appeals have been actioned.

4 ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS:

4.1 The forecast outturn position on council controlled budgets is an overspend of £1.111m. In addition, the council's share of the forecast overspend on NHS managed Section 75 services is £0.542m. Any overspend at the year end, after risk provisions, would need to be funded from general reserves which would then need to be replenished to ensure that the working balance did not remain below £9.000m. Any underspend would release one off resources that can be used to aid budget planning for 2016/17.

5 COMMUNITY ENGAGEMENT AND CONSULTATION

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

6 CONCLUSION AND COMMENTS OF THE DIRECTOR OF FINANCE (S151 OFFICER)

6.1 The position at month 7 is a significant improvement that puts the authority within sight of achieving financial balance over the remaining 5 months. However, there are still underlying pressures and significant risk areas within the forecast and therefore strict recruitment and financial controls must remain in place to maintain a strong grip on financial performance. This will also maintain the focus on containing costs and demands to avoid putting the

revenue budget under immediate pressure at the start of the next financial year.

7 FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 The financial implications are covered in the main body of the report.

Finance Officer Consulted: Jeff Coates *Date: 16/11/2015*

Legal Implications:

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

Lawyer Consulted: Elizabeth Culbert *Date: 17/11/2015*

Equalities Implications:

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

Sustainability Implications:

- 7.4 There are no direct sustainability implications arising from this report.

Risk and Opportunity Management Implications:

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

SUPPORTING DOCUMENTATION

Appendices:

1. Revenue Budget Performance
2. Summary of 2015/16 Savings Progress
3. Capital Programme Performance
4. New Capital Schemes

Documents in Members' Rooms:

None.

Background Documents

None.

Children's Services - Revenue Budget Summary

Forecast Variance Month 6 £'000	Service	2015/16 Budget Month 7 £'000	Forecast Outturn Month 7 £'000	Forecast Variance Month 7 £'000	Forecast Variance Month 7 %
(2)	Director of Children's Services	263	259	(4)	-1.5%
328	Education & Inclusion	3,084	3,393	309	10.0%
(328)	SEN & Disability	6,711	6,233	(478)	-7.1%
3,069	Children's Health, Safeguarding and Care	37,818	40,804	2,986	7.9%
(345)	Stronger Families, Youth & Communities	7,451	6,992	(459)	-6.2%
2,722	Total Revenue - Children	55,327	57,681	2,354	4.3%

Monitoring of Achievement of 2015/16 Savings

Service	Description of Saving Opportunity	Planned Savings 2015/16 (£'000)	Achieved / Anticipated (£'000)	At Risk (£'000)	Progress / Mitigation
Education & Inclusion					
Home to School Transport	Reducing the number of children with special educational needs (SEN) requiring taxi transport though the promotion of independent travel training. Reviewing all aspects of assessed and provided services including vehicles	500	137	363	Officers are working with schools to identify children who would benefit from programmes of independent travel training and to make arrangements for these programmes. This would mean these children are no longer dependent upon taxi transport as well as achieving savings in transport costs.
Portslade Sports Centre	Removal of all council subsidy	116	116	0	

Appendix 1 Revenue Budget Performance

Service	Description of Saving Opportunity	Planned Savings 2015/16 (£'000)	Achieved / Anticipated (£'000)	At Risk (£'000)	Progress / Mitigation
School Improvement - Community Learning	Remove the remaining Council subsidy with the service becoming fully dependent upon grant funding (currently circa. 80%)	44	44	0	
Music & Arts Study Support	Package of savings measures	57	57	0	
Other - Including Access to Education	Removal of management budget (£0.030m) and reduced cost of civic catering contract (£0.015m)	45	65	0	
Schools PFI project	Remove inflation allowance	50	50	0	
SEN - Family Support - hearing impaired	Funding Switch - Dedicated Schools Grant	13	13	0	
		825	482	363	
SEN and Disability (SEND)					
SEN Team	Reduction in costs across services	30	35	0	
Special Educational Needs	Review of staffing	25	45	0	
Services for Children with Disabilities	Review of management and admin, social work team, Transitions processes, Keyworking and other Disability Services	140	156	0	
Services for Children with Disabilities	Integrate and re-align services across education, health and care to reduce cost and the need for expensive out of city placement	239	239	0	

Appendix 1 Revenue Budget Performance

Service	Description of Saving Opportunity	Planned Savings 2015/16 (£'000)	Achieved / Anticipated (£'000)	At Risk (£'000)	Progress / Mitigation
Disability Agency Placements	Different use of the Dedicated Schools Grant plus reduction in need of placements.	364	608	0	
Community CAMHS	Public Health now fund and commission the community CAMHS service.	80	80	0	
		878	1,163	0	
Children's Health, Safeguarding & Care					
Fostering & Adoption	Deletion of 0.57 FTE Practice Manager post, 0.79 FTE Social Workers. Remaining savings to come from the recommendations of the current fostering review	263	218	45	Work is taking place to improve the ratio of in- house foster carers. The review has to be in line with findings and processes required to create the predicted savings which would require more social workers to supervise carers as required by guidance
Social Work & Legal	Reviewed service staffing against demand, budget and achieved savings	42	0	42	
Contact service	Restructure of Contact service	200	220	0	
Youth Offending Services	Deletion of 2.00 FTE vacant Youth Justice Worker posts	60	160	0	

Appendix 1 Revenue Budget Performance

Service	Description of Saving Opportunity	Planned Savings 2015/16 (£'000)	Achieved / Anticipated (£'000)	At Risk (£'000)	Progress / Mitigation
Agency Placements	Reduction of 6.50 FTE looked after children agency placements through service design and prevention	250	0	250	After an extended period of time where the number of children in care has been high, in recent months there has been a decrease in the numbers. In addition, to address the spend on IFA's (Independent Fostering Agencies) we have been engaged in a programme to increase our market share of foster carers with anticipated saving of £1.500m.
Family Support Services	Negotiate with Health to fund the Looked After Children (LAC) nurse	33	33	0	
Performance Analysts	Two Children's Services' analysts posts have been tied to the Public Health Intelligence team, directed and funded by Public Health.	80	80	0	
		928	711	337	
Stronger Families, Youth & Communities					
Play Service	Targeted service funded by HRA (£0.080m) and Investment of public health resources to support child development (£0.020m).	100	100	0	
Youth Service & Advocacy	Deletion of vacant posts	177	177	0	
Early Years - Nurseries	Fee increase and removal of council subsidies.	66	66	0	

Appendix 1 Revenue Budget Performance

Service	Description of Saving Opportunity	Planned Savings 2015/16 (£'000)	Achieved / Anticipated (£'000)	At Risk (£'000)	Progress / Mitigation
Early Years - Childcare	Reduction in support for out of school childcare and playwork qualification funding	102	126	0	
Children's Centres	Funding Switch - Dedicated Schools Grant	207	207	0	
Early Intervention	Reduced contribution to Behaviour, Emotional and Social Difficulties (BESD) Partnership and LSCB workforce development.	55	59	0	
Stronger Families, Stronger Communities	Reduced funding to the Intensive Team for Families and reduced office costs in the parenting team (£0.015m)	152	202	0	
Teenage Pregnancy	Teenage Pregnancy services now included in broader Public Health sexual and reproductive health programme for young people.	55	55	0	
Early Help	Funding from Dedicated Schools Grant (£0.141m) and investment of Public Health resources to support child development and safeguarding (£0.280m).	421	421	0	
		1,335	1,413	0	
TOTAL CHILDREN'S SERVICES		3,966	3,769	700	

Explanation of Other Key Variances

Key Variances £'000	Service	Description (Note: FTE/WTE = Full/Whole Time Equivalent)	Mitigation Strategy
SEN & Disability			
(140)	Child and Adolescent Mental Health Services (CAMHS)	CAMHS is reporting a £0.140m underspend through appropriate use of the Dedicated Schools Grant to support related activity and in lieu of proposed savings in 2016/17.	
Children's Health, Safeguarding & Care			
237	Corporate Critical - Children's Agency Placements	<p>The projected number of residential placements (33.89 FTE) is broken down as 30.53 FTE social care residential placements (children's homes), 3.15 FTE schools placements and 0.21 FTE family assessment placements. The budget allowed for 24.10 FTE social care residential care placements, 4.60 FTE schools placements and 0.60 FTE family assessment placements. The average unit cost of these placements is also higher than the budgeted level. Overall the number of placements are 4.59 FTE above the budgeted level, and this combined with the unit cost pressure described above result in an overspend of £1.059m.</p> <p>The numbers of children placed in independent foster agency (IFA) placements has fluctuated in recent years. During 2013/14 there were 165.76 FTE placements and this increased to 175.56 last year. The current projected number of placements in 2015/16 is 156.63 FTE, a reduction of 10.8%. The budget for IFA placements was based on the trend of the previous five years and was set at 177.80 FTE. The numbers being below the budget by 21.17 FTE results in the projected underspend of £0.783m.</p> <p>During 2015/16 it is estimated that there will be 1.57 FTE secure (welfare) placements and 0.70 FTE secure (justice) placements. The budget allowed for 1.00 FTE welfare and 1.00 FTE justice placements during the year. There are currently 2 children in a</p>	<p>The number of children in care (CIC) has been high for some time in the city, although this has reduced recently. The following action has been undertaken to ensure threshold is met and to ensure all has been done to prevent the need for a child to become CIC:</p> <p>a) Panel chaired by Assistant Director in place to proactively establish that all evidence based interventions have been tried and to address risk and enable a child to remain within their own family or network and monitor and agree all children who may require care</p> <p>b) To prevent further harm and delay in decision making. Thereby reducing further costs of supporting a CIC child and achieving improved outcomes for the child by identifying children which evidence suggests should be taken in care earlier. The</p>

Appendix 1 Revenue Budget Performance

Key Variances £'000	Service	Description (Note: FTE/WTE = Full/Whole Time Equivalent)	Mitigation Strategy
		<p>secure (welfare) placement and 2 in a secure (justice) placement resulting in a projected overspend of £0.211m.</p> <p>The gross overspend in this service area is £0.487m of which £0.250m relates to unachieved savings, see table above.</p>	<p>service is being redesigned to address any issue that prevents timely and robust decision making</p> <p>c) All IFA (Independent Fostering Agency) and residential placements have been reviewed to ensure that they are in the only appropriate accommodation available.</p> <p>d) Exit from care – To ensure that those children/young people who will be safe returning home are enabled to do so, an external audit has been undertaken to review all possible cases</p> <p>e) A first business case has been submitted and a final business case will soon be submitted for an Adolescent Service to establish alternatives to care for very vulnerable teenagers to reduce CIC and expensive placements (residential and secure) and improve outcomes for young people.</p>
428	Corporate Critical - In House Foster Payments	<p>Until recently the numbers of children being placed in in-house fostering placements was declining, however, during this financial year this trend has reversed. The budget was based on the trend over the previous 5 years and was set at 128.00 FTE placements. The current number of children with in-house carers is estimated at 144.93 FTE for 2015/16. In addition the number of family & friends carers and Special Guardianship Orders (SGO) allowances has also increased resulting in the projected</p>	<p>An ongoing process has been established for the effective recruitment of 'in house' foster placements to meet a wide range of needs. Our aim is to increase market share of placements from 50% to 65-85%.</p> <p>In order to continue to encourage</p>

Appendix 1 Revenue Budget Performance

Key Variances £'000	Service	Description (Note: FTE/WTE = Full/Whole Time Equivalent)	Mitigation Strategy
		overspend of £0.428m.	Residence Order (RO) and SGO applicants to offer homes to children there is a need to match the family and friends rate to make this financially viable for carers. This is a cheaper option than foster care as well as a better outcome for the children matched to these carers.
441	Corporate Critical 16+Services	The budget for 16+ services is split across four client types. Care Leavers, Ex- Asylum Seekers, Looked After Children and Preventive. Across these services the budget allows for 57.50 FTE young people and currently the projection is based on 64.10 FTE young people. The average unit cost of accommodation is also projected to be higher than allowed in the budget. The non-accommodation costs are also currently anticipated to overspend the budget by £0.197m resulting in an overall overspend of £0.441m.	Demand and costs are high in this are however all costs are kept under review to ensure that spend is appropriate in relation to need.
142	In-house foster carer recruitment	A contract with iMPOWER to conduct the first phase of a review included a fixed cost payable in 2015/16 of £0.142m.	The intention of the review and subsequent follow up work is to increase the share of in-house foster carers.
1,514	Social Work Teams	The total overspend of £1.514m across the social work teams is primarily the result of the ongoing use of Agency staff and recruitment above the budgeted establishment level. This is a result of the increase in activity levels being experienced over the last 12 months and the inherent inflexibilities built into the previous staff structures and management practices. The 'model of practice' restructure should address these issues and reduce the over-reliance on agency staff. .	Consultation on the service design is complete and implementation of the restructure was effective from 26 October 2015.
(119)	Legal Fees	Based on the spending patterns in the previous financial year it is anticipated that there will be an underspend of £0.119m on legal fees. The social work 'model of practice' restructure (see above) should, in the longer term, have an impact on the level of court	

Appendix 1 Revenue Budget Performance

Key Variances £'000	Service	Description (Note: FTE/WTE = Full/Whole Time Equivalent)	Mitigation Strategy
		costs in the future and it has been agreed that funding would be re-invested from the legal fees budget.	
328	Section 17 Preventive	This overspend of £0.328m relates to the increased costs of staff and agency in respect of supported packages being agreed to avoid increased instances of LAC. The estimated housing recharge for homeless families at Month 7 is approximately £0.256m and is due to a rise in the number of families needing accommodation and an increase in expenditure charged to the No Recourse to Public Funds budget.	A new low-cost IT system has been purchased to work with the Home Office direct to ensure speed of decision making on these families. An employee has also been seconded to work closely with Housing to minimise expenditure by both Departments.
89	Fostering & Adoption	There were a number of reductions to staffing establishments as part of the 2015/16 budget savings within the fostering and adoption teams. The staffing complements have yet to be adjusted to fully reflect the savings. The gross overspend in this service area is £0.134m of which £0.045m relates to unachieved savings, see table above.	iMPower have been helping us to improve the ratio of foster carers. The review has to be in line with findings and processes required to create substantial predicted savings which would require more social workers to supervise carers as required by guidance.
(135)	Family Drug & Alcohol Court (FDAC)	It is anticipated that there will be an underspend on FDAC of £0.135m based on expenditure in the first 7 months of the financial year.	
(100)	Youth Offending Service (YOS)	The current projected underspend of £0.100m is a result of a number of vacant posts being held in advance of 2016/17 savings allocated to the YOS.	
Stronger Families, Youth & Communities			
(230)	Early Years	Following the budget proposals to reduce the service provision, a number of vacant posts have been held and service redesign begun. The subsequent decision to defer the saving for one year will result in an underspend against this budget. The whole underspend in this area is £0.254m of which £0.024m is shown above as overachievement of savings.	

Adult Services – Revenue Budget Summary

Forecast Variance Month 6 £'000	Service	2015/16 Budget Month 7 £'000	Forecast Outturn Month 7 £'000	Forecast Variance Month 7 £'000	Forecast Variance Month 7 %
2,928	Adults Assessment	54,031	55,423	1,392	2.6%
1,320	Adults Provider	12,065	13,863	1,798	14.9%
(345)	Commissioning & Contracts	823	442	(381)	-46.3%
3,903	Total Revenue - Adult	66,919	69,728	2,809	4.2%

Monitoring of Achievement of 2015/16 Savings

Service	Description of Saving Opportunity	Planned Savings 2015/16 (£'000)	Achieved / Anticipated (£'000)	At Risk (£'000)	Progress / Mitigation
Adults Assessment					
Learning Disabilities (LD) - Residential	Review all out of city and high cost placements, consider supported living, ensure appropriate funding streams and renegotiate provider rates	1,094	341	753	45 Clients have been identified through the LD review to move-on to support their needs in a different way. Targeted reviews started in September 2015 on selected clients to bring forward savings originally planned for 2016/17 into 2015/16.
Learning Disabilities (LD) - Home Care, Day Care & Direct Payments	Increased use of Direct Payments and review high cost placements & third party spend	626	1,020	(394)	57% of the profile of savings (£0.824m) has been achieved to date and there is still an anticipation that this will overachieve by £0.394m by the

Appendix 1 Revenue Budget Performance

Service	Description of Saving Opportunity	Planned Savings 2015/16 (£'000)	Achieved / Anticipated (£'000)	At Risk (£'000)	Progress / Mitigation
					2015/16 outturn.
Older People - Residential/Nursing (includes Older People with Mental Health needs)	Task force to identify all appropriate funding sources. Review housing options and identify links to Better Care (especially for Older People Nursing) and potential sources of funding. Reduce waivers and scrutinise placement costs	1,000	1,418	(418)	88% of the profile of savings (£1.145m) has been achieved to date and there is still an anticipation that this will overachieve by £0.418m by the 2015/16 outturn.
Adults with Mental Health (MH) - Residential	Rigorous scrutiny of placements, identification of all appropriate funding sources and implementing the Resource Allocation System (RAS)	200	360	(160)	73% of the profile of savings (£0.291m) has been achieved to date and there is still an anticipation that this will overachieve by £0.160m by the 2015/16 outturn.
ALL COMMUNITY CARE - Across all client groups. Fees for services provided by the Independent Sector	Limit inflationary increases	750	808	(58)	New rates came into effect from 1 April 2015 and the overachievement against the target is supporting the at risk amounts.
ICES (Integrated Community Equipment Services)	Savings of 30% on equipment	100	45	55	Equipment savings have yet to be identified and part of this target has been put at risk for 2015/16. Other savings through vacancy control and reduction of non essential spend mitigates against the risk.

Appendix 1 Revenue Budget Performance

Service	Description of Saving Opportunity	Planned Savings 2015/16 (£'000)	Achieved / Anticipated (£'000)	At Risk (£'000)	Progress / Mitigation
Learning Disabilities	Enable more people to access volunteering, employment and training	45	0	45	Savings are dependent on the LD Delivery Plan and may not be achieved in 2015/16.
Learning Disabilities	Realigning accommodation and supported living including respite to enable service users to live independent lives	162	0	162	Savings are dependent on the LD Delivery Plan and may not be achieved in 2015/16.
Learning Disabilities	Personalised approach through reviews to avoid high cost packages	729	1,000	(271)	58% of the profile of savings (£0.808m) has been achieved to date and there is still an anticipation that this will overachieve by £0.271m by the 2015/16 outturn.
Assessment Services (including joint S75 arrangements) Assessment and Review staffing	Focus on statutory duties and undertaking Business Process Improvement (BPI) reviews	376	0	376	Savings expected as a result of the BPI review are not expected until 2016/17. This has been partially mitigated by vacancy controls (£0.102m) forecast through TBM for 2015/16.
Housing Related ('Supporting People')	Explore new service delivery models and further income growth	959	1,142	(183)	There were approximately 100 contracts with a contract end date of 31st March 2015. These have been successfully retendered or stopped to overachieve the savings required for 2015/16
		6,041	6,134	(93)	

Adults Provider

Appendix 1 Revenue Budget Performance

Service	Description of Saving Opportunity	Planned Savings 2015/16 (£'000)	Achieved / Anticipated (£'000)	At Risk (£'000)	Progress / Mitigation
Resource Centres Older People (Craven Vale, Knoll House, Ireland Lodge (MH), Wayfield Avenue (MH))	Review criteria for bed services and reduce numbers of beds funded through Social Care	1,000	1,000	0	Alternative funding identified through the CCG
Able & Willing Supported Business	Review business plan and reduce subsidy from September 2015	100	72	28	City Clean contract from 1 September, updated business plan developed, increased control on vacancy management and non essential spend.
Home Care. (6 services including Independence at Home)	Review staffing structure and criteria for services working with the community and independent sectors. Review funding with NHS	300	241	59	Part year effect of structure changes, vacancy management , and non essential spend controls.
		1,400	1,313	87	
Commissioning & Contracts					
Commissioning & Contracts Staffing Budget	Review contract management and commissioning function and scope for joint arrangements	130	142	(12)	The Adults Commissioning Services restructure has been implemented .
Older People's Prevention	Investment of resources to develop a Public Health approach to prevention and health improvement services for older people provided through locality hubs.	530	530	0	Contracts now funded by Public Health.
		660	672	(12)	
TOTAL ADULT SERVICES		8,101	8,119	(18)	

Explanation of Other Key Variances

Key Variances £'000	Service	Description (Note: FTE/WTE = Full/Whole Time Equivalent)	Mitigation Strategy
Adults Assessment			
634	Corporate Critical - Community Care Budget (Learning Disabilities)	<p>The improvement since Month 6 is mainly due to the application of One-Off Care Act Funding (£0.947m).</p> <p>The pressure of £0.634m is due to:-</p> <p>(1) Projected Ordinary Residence claims from other local authorities where formal notification has been received that clients costs will transfer to us (£0.419m),</p> <p>(2) Projected costs for clients in hospital who are due to leave and need a social care package (£0.700m),</p> <p>(3) Transitional costs which were only partly covered by service pressure funding received for 2015/16 (£0.318m), and</p> <p>(4) In year pressures on this service are coming from increases in complexity, resulting in an increase in costs (£0.533m; 10.53 WTE) and unachieved savings (£0.784m).</p> <p>The pressures are being off set by Continuing Care Funding (£0.182m), a net decrease in demand (£0.120m: 4.23 WTE), and improved income (£0.231m), and Other (£0.126m). In addition there have been assumptions made around Health funding and a review of packages of care (£0.514m) in 2015/16 to mitigate some of the increases already seen in 2015/16.</p>	<p>Actions have been put in place through the LD Review to meet the 2015/16 budget strategy savings targets and to manage emerging pressures. These include:</p> <ul style="list-style-type: none"> Increased scrutiny of all Learning Disability placements/care package requests has been put in place to assure value for money against eligible care needs across different types of placement. Focus on placements costing between £1,000 and £1,500 per week and identifying low dependency placements in in-house units for move on. Targeted review of activity on existing placements and care packages to ensure eligible needs are met in the most cost effective manner.
567	Corporate Critical - Community Care Budget (Physical & Sensory Support - Under	<p>The forecast overspend of £0.510m is due to:-</p> <p>(1) Pressures brought forward from 2014/15 (£0.684m),</p> <p>(2) Net full year effect of 2014/15 packages of care (£0.975m) against which funding from Brighton & Hove Clinical Commissioning Group (CCG) of £0.500m is anticipated to offset these pressures, and</p> <p>(3) In year pressures on this service coming from an increase in</p>	<p>Increased panel scrutiny of all complex or high cost placements and care package requests to assure value for money against eligible care needs. Where possible no placements will be made above the agreed local authority rates.</p>

Appendix 1 Revenue Budget Performance

Key Variances £'000	Service	Description (Note: FTE/WTE = Full/Whole Time Equivalent)	Mitigation Strategy
	65's)	complexity, resulting in an increase in costs (£1.649m; 34.71 WTE), transfers from in-house services (£0.642m; 29.37 WTE), other actions (£0.087m) and unachieved savings (£0.890m). (4) Savings of £0.582m have been achieved from 1 April 2015 and included in the forecast position. These pressure are being offset by net decrease in demand (£0.889m; 48.00 WTE), Net of self-funders (£1.089m), Continuing Care Funding (£0.286m) and One-Off Care Act Funding (£1.200m). In addition there have been assumptions made on reviews of packages of care (£0.452m) in 2015/16 to mitigate some of the increases already seen in year	Taskforce in place to ensure that all appropriate funding sources are identified. Discussions are ongoing with the CCG on the level of funding to support the service risks (£0.150m has been assumed within the forecast)
(57)	Corporate Critical - Community Care Budget (Physical & Sensory Support -Over 65's)	Small underspend on this area of the budget.	
(5)	Hostel Accommodation	There are pressures from premises related costs (£0.043m) and income (£0.002m). These are being offset by a projected underspends on staff costs of £0.050m.	
(36)	Housing Related Support	The service is projecting an underspend of £0.036m due to vacancy management	
383	Support & Intervention Teams	The pressures of £0.383m relates to Deprivation of Liberty Safeguards (£0.300m) and Unachieved Savings (£0.286m) which are being offset by underspends on staffing costs (£0.082m), non pay costs (£0.004m) and Income (£0.117m).	Workforce redesign, in response to the Care Act, targeted use of Care Act monies, to offset pressures on direct employee costs
Adults Provider			
1,710	Adults Provider	The increase in forecast over Month 6 is due to an assessment of the risks against the savings plans. Pressures of £1.710m have been identified due to: (1) Unachieved Savings from previous years (£0.869m),	Actions have been put in place to meet the 2015/16 budget strategy savings targets and to meet unachieved savings from previous years through

Appendix 1 Revenue Budget Performance

Key Variances £'000	Service	Description (Note: FTE/WTE = Full/Whole Time Equivalent)	Mitigation Strategy
		<p>(2) Full year effect of 2014/15 Savings (£0.350m), (3) Deferred savings agreed by Budget Council (£0.066m), (4) Service pressures from previous years (£0.357m), and (5) Service pressures from 2015/16 (£0.068m).</p> <p>The forecast assumes that a further £0.208m of savings will be achieved in the remainder of the 2015/16 financial year. This represents a risk.</p>	<p>the Learning Disabilities strategy. Vacancy control measures have been tightened and recruitment to posts only where this is required to ensure Care Quality Commission (CQC) compliance. The use of agency staff and Care Crew is closely scrutinised and signed off by senior managers. Options for service redesign to achieve a part year effect are being developed.</p> <p>There are ongoing discussions with Health to determine costs associated with health needs that should be funded by CCG.</p>
Commissioning & Contracts			
(369)	Commissioning & Contracts	<p>This service is projected to underspend by £0.369m for 2015/16. This is due to underspends on direct employees of £0.005m, income of £0.053m and an un-utilised carry forward budget of £0.337m partially offset by overspends on non-pay costs of £0.026m.</p>	

Appendix 1 Revenue Budget Performance

Environment, Development & Housing – Revenue Budget Summary

Forecast Variance Month 6 £'000	Service	2015/16 Budget Month 7 £'000	Forecast Outturn Month 7 £'000	Forecast Variance Month 7 £'000	Forecast Variance Month 7 %
(337)	Transport	(5,456)	(6,033)	(577)	-10.6%
(90)	City Clean & City Parks	29,122	29,033	(89)	-0.3%
(73)	City Regeneration	1,283	1,210	(73)	-5.7%
(1)	Planning & Building Control	1,617	1,596	(21)	-1.3%
(501)	Total Non Housing Services	26,566	25,806	(760)	-2.9%
791	Housing	4,151	4,846	695	16.7%
290	Total Revenue - Environment, Development & Housing	30,717	30,652	(65)	-0.2%

Monitoring of Achievement of 2015/16 Savings

Service	Description of Saving Opportunity	Planned Savings 2015/16 (£'000)	Achieved / Anticipated (£'000)	At Risk (£'000)	Progress / Mitigation
Transport					
Public Transport	Reduction of expenditure by early termination of two Supported Bus Contracts	36	36	0	
Parking - On Street	1) Reduce need to maintain, replace and collect cash from Pay & Display machines	225	225	0	Project plan in place for removal of Pay and Display machines due for completion at the end of September 2015.
Parking - On Street	2) Additional permit and transient income	60	60	0	New parking zones now in place and anticipated to achieve forecast position.

Appendix 1 Revenue Budget Performance

Service	Description of Saving Opportunity	Planned Savings 2015/16 (£'000)	Achieved / Anticipated (£'000)	At Risk (£'000)	Progress / Mitigation
Parking - On Street	3) Improved management of PCN debt	40	40	0	Review of debt management procedures currently under review and impact to be monitored as part of the budget monitoring process.
Parking - On Street	4) Enhanced investigation operations in partnership with East Sussex and Sussex Police	5	5	0	
Parking - On Street	5) Review of Pay & Display and Permit Tariffs	571	571	0	Delays to implementation of one month have not resulted in a budget overspend.
Parking - Off-street	Review of Car Park tariffs including The Lanes & Trafalgar St.	192	192	0	Delays to implementation of one month have not resulted in a budget overspend.
Public Health Transport Programme	Investment of Public Health resources to reduce accidents and promote sustainable transport.	85	50	35	Investment limited to £0.050m.
		1,214	1,179	35	
City Clean and Parks					
Across City Clean & Parks	Efficiencies in supplies and services	175	175	0	
Across City Clean & Parks	Efficiencies made by not applying inflationary increase to supplies & services budgets	50	50	0	

Appendix 1 Revenue Budget Performance

Service	Description of Saving Opportunity	Planned Savings 2015/16 (£'000)	Achieved / Anticipated (£'000)	At Risk (£'000)	Progress / Mitigation
Across City Clean & Parks	Comprehensive service redesign across City Clean and Parks. The proposal includes a reduction in gardening provision of approximately 8%	300	300	0	Implementation of the service redesign is now complete, which includes the purchase of four new mechanical sweepers and establishment changes implemented from September 2015.
Recycling	Reduction in professional fees budget	24	24	0	
Parks & Open Spaces	Reduced contribution to core costs of Biosphere project	20	20	0	
Fleet Section	A business plan is being developed to offer servicing, maintenance and MOTs to other council departments and on a commercial basis	50	0	50	This saving is dependent on completion of refurbishment works at Hollingdean Depot which are not due for completion until April 2016. This has been offset in the current financial year from underspends identified within the TBM forecast.
Public Conveniences	Reduce opening times of some sites, reduce cleansing frequency and close sites which are in close proximity to alternative locations	40	40	0	Closure of The Lanes public convenience from June and further closures anticipated to met the full year effect of the saving.
		659	609	50	
City Regeneration					
Economic Development Team	Service redesign	35	35	0	
Sustainability Team	Integration of the Sustainability Team with the International Team	53	53	0	
		88	88	0	

Appendix 1 Revenue Budget Performance

Service	Description of Saving Opportunity	Planned Savings 2015/16 (£'000)	Achieved / Anticipated (£'000)	At Risk (£'000)	Progress / Mitigation
Planning & Building Control					
Building Control	New business model aimed at achieving a break-even position; this includes a reduction in staff costs	20	20	0	
Development Management	Implementation of pre-application charges to secure £0.100m fee income and a reduction in staff costs through a Business Process Review of the service	145	56	89	The service is developing a framework for pre-applications charges following approval at October P&R Committee. It is planned to seek P&R Committee approval in January 2016 to implement charges. The service will continue to monitor and maximise income budgets on a regular basis.
Planning Policy & Strategy	A reduction in staffing costs and a re-alignment of team reporting lines	45	45	0	
Planning Projects	A reduction in staffing costs	20	20	0	
Development Management	Introduction of Planning Performance Agreements (PPAs)	22	22	0	Approval was granted at October P&R for delegated authority to negotiate bespoke one-off Planning Performance Agreements (PPAs) for all major schemes.
		252	163	89	
Housing General Fund					
Head of Housing & Administrative Support	Deletion of posts	100	100	0	

Appendix 1 Revenue Budget Performance

Service	Description of Saving Opportunity	Planned Savings 2015/16 (£'000)	Achieved / Anticipated (£'000)	At Risk (£'000)	Progress / Mitigation
Homemove	Charge Registered Providers for running cost of the Joint Housing Register and shortlisting	140	10	130	Recent discussions with Registered Providers suggest that the original savings figure was too optimistic and so there is currently a shortfall. Other savings are currently being sought to address this.
Housing Adaptations Team	HRA funded (£0.016m Occupational Therapy resource). Deletion of Senior Occupational Therapist post (0.78 FTE, £0.034m)	50	50	0	
Housing Options/Statutory Homelessness	Removal of post that delivers housing advice to inmates of Lewes prison immediately pre-release and reduction in housing options officer post	59	41	18	0.50 FTE of the Preventing Offender Accommodation Loss (POAL) post will no longer be deleted. The savings will be found from elsewhere within the Housing Service.
Housing Strategy & Development Team	Increase in fees for Locata (£0.011m) and restructure of service (£0.040m)	51	51	0	

Appendix 1 Revenue Budget Performance

Service	Description of Saving Opportunity	Planned Savings 2015/16 (£'000)	Achieved / Anticipated (£'000)	At Risk (£'000)	Progress / Mitigation
Temporary Accommodation	Framework Agreements to reduce the use of high cost emergency accommodation (£0.100m). Amalgamation of income and credit control team (£0.020m). Realignment of staff time on specific projects (£0.050m). Reduced contributions to reserve fund (£0.040m).	210	190	20	The new framework agreements are reducing costs by using less expensive spot purchase bed and breakfast, however service pressures still exist for this budget area (as shown in the forecast) due to the current high levels of spot purchase which are gradually reducing. The amalgamation of the credit control team is no longer a viable option and so this saving of £0.020m is currently at risk. Other savings are currently being sought to reduce expenditure further to meet this saving.
Temporary Accommodation	Increased income of £0.030m from Seaside Homes management fee.	30	30	0	
Travellers	Reduction in use of day time security guards at Horsdean enabled by use of Site and Support Officers during office hours	30	30	0	
Housing Strategy Overall	Reduction in Personal Assistant support	26	26	0	
Private Sector Housing Team	Deletion of two posts in the Sustainability Team	74	75	0	

Appendix 1 Revenue Budget Performance

Service	Description of Saving Opportunity	Planned Savings 2015/16 (£'000)	Achieved / Anticipated (£'000)	At Risk (£'000)	Progress / Mitigation
Public health Housing Support	Public Health are supporting the ongoing funding of the Housing Support Service supporting vulnerable people in emergency accommodation, preventing homelessness, linking with health services and improving health outcomes.	50	50	0	
		820	653	168	
TOTAL ENVIRONMENT, DEVELOPMENT & HOUSING		3,033	2,692	342	

Explanation of Other Key Variances

Key Variances £'000	Service	Description	Mitigation Strategy
Transport			
(31)	Head of Transport	Expenditure and recruitment controls are in place resulting in a forecast underspend.	
(21)	Highways	Variance largely relating to highway licensing fees.	
30	Highways Engineering	The variance is due to under achievement of staff costs recharged to capital projects, which has been partly offset by vacancy management.	Budgets relating to staff costs rechargeable to capital projects are currently being reviewed to minimise the impact on the revenue budget within the financial year and on an on-going basis.
(22)	Transport Plan and Road Safety	Recruitment controls are in place resulting in a service underspend.	
(607)	Parking	Minor net variance of £0.001m forecast on Pay and Display income.	Actual income is monitored and reported on a monthly basis as part of the TBM process. There are a range of factors that can impact on parking

Appendix 1 Revenue Budget Performance

Key Variances £'000	Service	Description	Mitigation Strategy
			activity and therefore any significant variations to the forecast are reported and acted upon regularly. Minor percentage variations in activity could result in significant financial implications.
		Permit income is expected to over achieve by £0.492m. There has been significantly higher demand for resident, trader, visitor and suspension permits during the year compared to budgeted expectations. There are a number of contributing factors such as change in behaviour from pay-and-display to trader permits, demand from new resident schemes being greater than anticipated and increased suspension permits due to a higher level of development in the city. The change from previously reported forecast is largely due to greater certainty of in year demand.	
		There is a £0.141m variance largely relating to Penalty Charge Notice previous years debt, where performance of recovery has reduced, resulting in a greater contribution to the bad debt provision	There is currently a BPI review focusing on improving PCN debt recovery procedures which is expected to improve the ongoing bad debt requirement.
		There is net £0.109m over achievement of off-street parking income forecast across the various car parks, with the main contributing factor being additional income at London Road car park due to an contractual agreement for car park use with an external company. Borrowing costs associated to car park investment is forecast to under spend by £0.162m due to reducing borrowing costs over the repayment period. Other minor variances largely relating to car park premises costs.	The service is in the process of reviewing options for car park investment to determine if the ongoing borrowing revenue budget is required. The service will aim to fund ongoing budget overspends from within existing budgets on a permanent basis.
		Recruitment controls are in place resulting in a service underspend.	

Appendix 1 Revenue Budget Performance

Key Variances £'000	Service	Description	Mitigation Strategy
City Clean & Parks			
(53)	City Clean and City Parks Management	Expenditure and recruitment controls are in place resulting in a forecast underspend.	
114	City Clean Operations	£0.122m related to employee overspend largely due to the one-off pressure of Easter bank holidays falling twice in the financial year resulting in additional overtime and Resident Service Guarantee payments; in addition to weekend working on communal recycling rounds and city wide clean up activities.	This one-off overspend will result in future year underspends due to the timing of bank holidays within the financial year. Agency staff and overtime payments are being reduced to minimum levels.
		£0.038m overspend forecast for premises costs at Hollingdean Depot where estimates of utilities, repairs and security are greater than budget.	Spending controls on non essential expenditure and recruitment are in place to reduce the forecast overspend across the City Clean operation service.
		There is a net £0.031 underspend within the City Clean Strategy and Projects service following the expenditure and recruitment controls in place.	
(154)	City Parks Operations	Controls on non essential expenditure across the parks operations service, such as equipment, materials and other supplies and services are contributing to a forecast service underspend of £0.119m. Expenditure on maintenance and replacement of playground and other parks equipment are being reduced to minimum regulatory standards, resulting in an £0.064m forecast underspend. There is a £0.029m service pressure at Rottingdean mini golf course which has been let at a peppercorn rent.	
(47)	Fleet Management	A delay to the savings from increased servicing and MOT income which is dependant Hollingdean Depot refurbishment works has been offset by in year underspends within the service.	
Planning & Building Control			

Appendix 1 Revenue Budget Performance

Key Variances £'000	Service	Description	Mitigation Strategy
(82)	Head of Planning & Building Control	Recruitment controls are in place following temporary acting up arrangements resulting in a service underspend.	
(21)	Business Development & Customer Services	Minor variance forecast largely due to vacancy control.	
26	Development Planning	Overspends relating to managing demand of planning applications and under achievement of income in a competitive commercial environment have been reduced following the expenditure and recruitment controls in place.	The service is currently reviewing the type and level of fees charged to minimise the impact of the overspend forecast.
(34)	Planning Policy and Major Projects	Forecast additional costs resulting from the Planning Examination for the City Plan of £0.028m is offset following controls on non essential expenditure (£0.031m), maximising one-off external funding (£0.020m), and vacancy management (£0.010m).	
Housing General Fund			
(37)	Head of Housing	The forecast underspend of £0.037m is due to employee recharges brought about by the acting up arrangements regarding the Chief Executive's post	
(130)	Homemove	A recent review of the work the team carries out for the HRA has led to a change in the recharge leading to a forecast underspend of £0.051m. There is also a further underspend of £0.020m due to vacancies.	
(75)	Housing Options	This relates to vacancies being held.	
(28)	Housing Strategy & Development	The underspend on Housing Strategy & Development relates to the recharge of the Head of Housing Strategy to the HRA for the covering of the vacant Head of Property & Investment post.	
102	Housing Support Service	This service relates to staff who are keeping clients safe while placed in temporary accommodation. During 2014/15 service pressure funding was	The service is currently reviewing functions in discussion with Adult Social Care to bring costs back in line with budget. In addition six staff on

Appendix 1 Revenue Budget Performance

Key Variances £'000	Service	Description	Mitigation Strategy
		available to fund this service, however, this has not been made available for 2015/16, leaving a service pressure at this time.	temporary contracts have been given notice and will leave by the end of September.
692	Corporate Critical - Temporary Accommodation & Allocations	£0.531m relates to the on-going need to spot purchase expensive bed and breakfast accommodation due to the current shortage of supply of less expensive leased accommodation and the need to handback 54 leased properties. There is a further forecast cost of £0.510m relating to using competitively tendered frameworks that reflect the price of the market in Brighton & Hove as a result of further demand. These overspends are off set by the use of leased accommodation which is due to underspend by £0.410m.	With the new framework in place, more leased properties are being procured but these are more expensive and not keeping pace with demand. Also as 54 properties have been handed back, this has led to the equivalent extra use of expensive emergency nightly accommodation. The review of properties with Adults and Childrens Services clients has not resulted in any properties being released and the current recharging methodology means that this Housing General Fund budget does not currently charge the full management cost of this service on to other departments. Although 100 new leased properties have just been ordered it will take some months before these materialise, if at all and with further handbacks, this pressure is set to continue. Other landlords with fewer properties are also being approached with a view to expanding the leased property portfolio.
124	Private Sector Housing	The majority of this variance arises from the timing of approval for second discretionary licensing scheme which, with formal notice period, means implementation will not be until November 2015. This means that budgeted income will be reduced by an estimated £0.180m, during 2015/16 which will not align to currently budgeted costs, leading to a service pressure on employee costs, as employee time will not be recharged to the new scheme.	Staffing and other costs will have to be reviewed and adjusted to align resources to the fee income achieved from the mandatory, and two additional licensing schemes. It is anticipated that the majority of the fees will be received during the first year of operation of the second additional licensing scheme and it is therefore intended to resource the service flexibly to accommodate demand.

Appendix 1 Revenue Budget Performance

Assistant Chief Executive – Revenue Budget Summary

Forecast Variance Month 6 £'000	Service	2015/16 Budget Month 7 £'000	Forecast Outturn Month 7 £'000	Forecast Variance Month 7 £'000	Forecast Variance Month 7 %
(46)	Communications	804	725	(79)	-9.8%
12	Royal Pavilion, Arts & Museums	3,492	3,503	11	0.3%
0	Tourism & Venues	1,193	1,193	0	0.0%
0	Libraries	5,192	5,192	0	0.0%
(88)	Corporate Policy & Communities	4,566	4,276	(290)	-6.4%
(25)	Sport & Leisure	132	1	(131)	-99.2%
(147)	Total Revenue - Assistant Chief Executive	15,379	14,890	(489)	-3.2%

Monitoring of Achievement of 2015/16 Savings

Service	Description of Saving Opportunity	Planned Savings 2015/16 (£'000)	Achieved / Anticipated (£'000)	At Risk (£'000)	Progress / Mitigation
Communications					
Communications Team	Deletion of vacant post	25	25	0	
		25	25	0	
Royal Pavilion, Arts & Museums					
Royal Pavilion, Arts & Museums	Savings from service redesign	20	20	0	
Royal Pavilion, Arts & Museums	Charging at £5 per head for non-residents at Brighton Museum	150	150	0	
		170	170	0	

Appendix 1 Revenue Budget Performance

Service	Description of Saving Opportunity	Planned Savings 2015/16 (£'000)	Achieved / Anticipated (£'000)	At Risk (£'000)	Progress / Mitigation
Tourism & Venues					
Venues - Brighton Centre	Increased income and targeting private hiring's and recharges	5	5	0	
Venues - Brighton Centre	Install motion sensors in toilets and meeting rooms to create savings on electricity costs and reduction of spend on building infrastructure	35	35	0	In progress – motion sensors have been installed in toilets and plans are in place to reduce spend on building maintenance
Tourism Services	Establish 'Love Brighton' Tourism brand with licensing and commercialisation of Visit Brighton website	15	15	0	In progress
Tourism Services	Full review of all budgets	25	25	0	
		80	80	0	
Libraries					
Libraries Service	Income through new charging framework	43	43	0	
Libraries Service	Efficiency review of operating model	15	15	0	Achieved through the 'flexible' retirement of a senior manager
Libraries Service	Identified efficiencies within contracts	90	90	0	Achieved through the renegotiation of bibliographic services contract through the PFI
		148	148	0	
Corporate Policy & Communities					
Overview & Scrutiny	Deletion of the majority of the service and deliver statutory minimum service	151	151	0	

Appendix 1 Revenue Budget Performance

Service	Description of Saving Opportunity	Planned Savings 2015/16 (£'000)	Achieved / Anticipated (£'000)	At Risk (£'000)	Progress / Mitigation
Corporate Research Team	Integrate intelligence function with Public Health enabling deletion of 0.50 FTE vacant post	25	25	0	
Senior Managers Support	Service review to achieve efficiencies through pooled working and service modernisation	30	30	0	
		206	206	0	
Sport & Leisure					
Sports Facilities	Energy saving measures	50	50	0	
Investment of Public Health resources	Refocus of Sports Development on Public Health priorities.	300	300	0	
Seafront Services	Increased income from ground rents for Beach Huts and rents from Chalets (£0.005m) and reduced expenditure on sea buoys (£0.005m)	10	10	0	
Outdoor Events	Increased income from events	10	10	0	
		370	370	0	
TOTAL ASSISTANT CHIEF EXECUTIVE		999	999	0	

Explanation of Other Key Variances

Key Variances £'000	Service	Description	Mitigation Strategy
Communications			
(79)	Communications	An underspend of £0.079m is forecast at Month 7, which is an improvement of £0.033m from last month. The improvement is	

Appendix 1 Revenue Budget Performance

Key Variances £'000	Service	Description	Mitigation Strategy
		largely down to the bringing forward of the staffing restructure across Communications - linked to the service and financial strategy saving for 2016/17.	
Royal Pavilion, Arts & Museums			
11	Royal Pavilion, Arts & Museums	There are on-going pressures against commercial income of approximately £0.275m (retail, admissions, catering) and increases in security system and premises repair costs of £0.060m. The service has worked extremely hard to cover these pressures by holding vacancies (£0.275m) and stopping all non essential spend where possible. This has resulted in an overall overspend position of £0.011m reported here.	There continues to be close monitoring of all income streams and holding vacancies and other expenditure where possible to help cover these pressures - in line with the new financial control measures put in place.
Tourism & Venues			
0	Tourism & Venues	Venues are still reporting a forecast break-even position at this stage however there are a number of pressures being managed with an overall net risk of £0.066m This includes £0.130m against Entertainments income based on contracted business and concerts that Venues are either in discussion over or where there are blank dates in the diary and there is reasonable confidence that business will appear at some point. There is also an additional £0.017m relating to lost merchandise and recharges income less the estimated saving on Stewarding. The Venue was successful in appealing its level of Business Rates and has received a reduction for 2015-16 of £0.022m and significant further savings have been identified including vacancy management £0.015m and reduced use of casuals £0.015m which together with general underspending across the service, has helped reduce the overall risk. A spending freeze of all non-operational and non-essential expenditure was put in place during August and remains in place for the remainder of the financial year.	
Libraries			
0	Libraries	Break-even position reported, which is unchanged from last month. Currently working on two areas to reduce spending: (i)	

Appendix 1 Revenue Budget Performance

Key Variances £'000	Service	Description	Mitigation Strategy
		campaign to collect in more of outstanding income which currently stands at £65.5k; (ii) reducing the amount of cover provided for new vacancies as they arise, balancing this against need to avoid temporary closures too often.	
Corporate Policy & Communities			
(290)	Corporate Policy & Communities	<p>A net underspend of £0.290m is forecast across the service at Month 7, compared to £0.088m last month.</p> <p>The latest forecast assumes that the uncommitted funding of £0.100m against the Grants programme is released; whilst this funding is not contractually committed, an in-principle extension has been given to the provider of the Money Works contract from August 2016 - March 2017, following Neighbourhoods, Communities & Equalities (NCE) committee meeting on 20th July.</p> <p>In addition to this there are now savings of approximately £0.100m against the Communities initiatives budget from the deletion of the Community Needs assessment officer post and a reduction in funding for Black & minority Ethnic (BME) and disability equality projects.</p> <p>The forecast includes the previously reported underspend against the staffing budget (£0.101m) as a result of vacancy management and an external secondment.</p>	
Sport & Leisure			
(131)	Sport & Leisure	<p>Sport & Leisure are reporting an underspend of £0.131m at Month 7. The underspend is much improved from Month 6 and largely reflects £0.090m from deferral of projects in Sports Facilities into next financial year (e.g. removal of spectator stand which is no longer fit for purpose and reinstatement of area at Withdean Stadium). There are underspends of £0.020m from vacancy management and £0.020m against Events.</p>	

Public Health – Revenue Budget Summary

Forecast Variance Month 6 £'000	Service	2015/16 Budget Month 7 £'000	Forecast Outturn Month 7 £'000	Forecast Variance Month 7 £'000	Forecast Variance Month 7 %
0	Public Health	1,680	1,500	(180)	-10.7%
(51)	Community Safety	1,350	1,279	(71)	-5.3%
(55)	Public Protection	2,084	2,011	(73)	-3.5%
(106)	Total Revenue - Public Health	5,114	4,790	(324)	-6.3%

Monitoring of Achievement of 2015/16 Savings

Service	Description of Saving Opportunity	Planned Savings 2015/16 (£'000)	Achieved / Anticipated (£'000)	At Risk (£'000)	Progress / Mitigation
Public Health					
Smoking & Tobacco	Respecifying and retendering the service	35	35	0	
Substance Misuse Services	Contract award agreed by P&R will result in savings	400	400	0	
Public Health Advice	Reduce overall service level and service redesign.	30	30	0	
Physical Activity	Exercise referral service redesign	10	10	0	
Other Public Health Savings	Review of commitments and potential contract reductions	285	285	0	

Appendix 1 Revenue Budget Performance

Service	Description of Saving Opportunity	Planned Savings 2015/16 (£'000)	Achieved / Anticipated (£'000)	At Risk (£'000)	Progress / Mitigation
Investment of Public Health grant against services to deliver Public Health Outcomes	Investment of Public Health grant against services to deliver Public Health Outcomes	(760)	(760)	0	
		0	0	0	
Community Safety					
Community Safety	Commissioning of street outreach services, priority and prolific offenders and support for drugs interventions within recommissioning of substance misuse services	39	39	0	
Community Safety	Restructuring of posts (policy officer migrants and CS manager, community cohesion) and release of vacant post	31	31	0	
Community Safety	Restructuring of partnership community safety team (PCST)	20	20	0	
Communities Against Drugs & Environment Improvement Team	Removed match funding at the end of European (INTERREG) funding for the Communities Against Drugs Team	68	68	0	

Appendix 1 Revenue Budget Performance

Service	Description of Saving Opportunity	Planned Savings 2015/16 (£'000)	Achieved / Anticipated (£'000)	At Risk (£'000)	Progress / Mitigation
Community Safety	East Sussex funding contribution to extended service	10	10	0	
Community Safety.	Reduction in the capacity of intelligence, analytical and strategic assessment functions.	18	18	0	
		186	186	0	
Public Protection					
Environmental Health & Licensing	Development of a self funded wildlife management team charging for pest control	20	20	0	
Environmental Health & Licensing	Service redesign including suspension of the late night noise investigation service	165	165	0	
Trading Standards	Service redesign to allow sustainability of statutory service in future	50	50	0	
		235	235	0	
TOTAL PUBLIC HEALTH		421	421	0	

Explanation of Other Key Variances

Key Variances £'000	Service	Description	Mitigation Strategy
Public Health			
(180)	Public Health	<p>The PH ring-fenced grant was £20.806m for 2015-16 (which includes the half year effect of Health Visitor commissioning transfer of £2.111m). As reported previously the service has been able to fully cover the £1.290m (6.2% reduction) of savings needed to deliver the in-year reduction against the PH ring-fenced grant. However it should be noted that the majority of this has come from carry-over planned spends (£0.850m was carried forward from 2014-15) that will not now take place, and so is non-recurrent.</p> <p>It is likely that this reduction in funding will continue, and there could be further cuts to the ring-fenced grant in 2016/17. In anticipation of this, additional underspends have been identified this year where possible (£0.180m identified at Month 7). Ordinarily this could be carried forward as part of the Public Health reserve, in line with the grant conditions. However, given the severity of the Council's financial position the underspend is shown here to help free up funding to support other services, such as Children and Adult Services - where it can be demonstrated that there are clear public health outcomes.</p>	
Community Safety			
(71)	Community Safety	There is a forecast underspend at Month 7 of £0.071m, which is mainly against the staffing budget from holding vacancies and utilisation of external grant funding. This is an improvement from last month of £0.020m.	
Public Protection			
(73)	Public	There is a staffing underspend of £0.044m against	

Appendix 1 Revenue Budget Performance

Key Variances £'000	Service	Description	Mitigation Strategy
	Protection	Trading Standards. Across Environmental Health & Licensing there is a staffing underspend of £0.029m projected from the implementation of one-off measures (including external secondment and unpaid leave).	

Appendix 1 Revenue Budget Performance

Finance & Resources & Law – Revenue Budget Summary

Forecast Variance Month 6 £'000	Service	2015/16 Budget Month 7 £'000	Forecast Outturn Month 7 £'000	Forecast Variance Month 7 £'000	Forecast Variance Month 7 %
(50)	HR & Organisational Development	3,380	3,264	(116)	-3.4%
0	ICT	7,287	7,233	(54)	-0.7%
(280)	Property & Design ⁽¹⁾	3,708	3,018	(690)	-18.6%
(259)	Finance ⁽²⁾	11,099	10,793	(306)	-2.8%
(400)	Housing Benefit Subsidy	(637)	(1,034)	(397)	-62.3%
(40)	Performance, Improvement & Programmes ⁽³⁾	765	734	(31)	-4.1%
(208)	Legal & Democratic Services ⁽⁴⁾	3,910	3,502	(408)	-10.4%
(1,237)	Total Revenue - Resources & Finance	29,512	27,510	(2,002)	-6.8%

- (1) Now includes Customer Services budgets from former City Services unit
 (2) Now includes Revenues & Benefits budgets from former City Services unit
 (3) Now includes Customer Feedback budgets from former City Services unit
 (4) Now includes Life Events budgets from former City Services unit

Monitoring of Achievement of 2015/16 Savings

Service	Description of Saving Opportunity	Planned Savings 2015/16 (£'000)	Achieved / Anticipated (£'000)	At Risk (£'000)	Progress / Mitigation
Human Resources & Organisational Development					
Health and Safety	Savings achieved through reduction in staffing budget through service redesign and increase in income generation	25	25	0	

Appendix 1 Revenue Budget Performance

Service	Description of Saving Opportunity	Planned Savings 2015/16 (£'000)	Achieved / Anticipated (£'000)	At Risk (£'000)	Progress / Mitigation
Occupational Health & Wellbeing	Reduction of 0.50 FTE post	20	20	0	
HR Services	Implementation of Talentlink to replace i-Grasp and simplification of business processes	57	57	0	
Workforce Development	Service redesign and purchase of a new Learning Management System will release monies from other learning related licences	50	50	0	
		152	152	0	
ICT					
Schools ICT Service	Increase trading to more schools and the community and voluntary sector.	13	13	0	
Third Party Suppliers	Review and reduction of existing contracts to offset some of the continuing increase in costs from demands of new services	345	345	0	
		358	358	0	
Property & Design					
Architecture & Design Team	Increased fee income from professional project work	15	15	0	
Building Surveying & Maintenance Team	Increased fee income from professional project work	15	15	0	
Workstyles Project	Combined Phases 2 & 3 of Workstyles includes release of leased buildings and reduced property running costs	170	170	0	
Education Property Management	Deletion of vacant admin post	20	20	0	

Appendix 1 Revenue Budget Performance

Service	Description of Saving Opportunity	Planned Savings 2015/16 (£'000)	Achieved / Anticipated (£'000)	At Risk (£'000)	Progress / Mitigation
Estates Management	Increased income from the commercial urban portfolio	150	150	0	
Facilities & Building Services	Re-procurement of the corporate building cleaning contract	80	80	0	
Facilities & Building Services	Service re-design of the courier service.	55	55	0	
Corporate Landlord Budgets	Reduction to the corporate planned maintenance budget programme (£0.295m), reduced reactive repair costs and client adjustments (£0.065m), closure/surrender of surplus buildings and leases (£0.015m)	462	462	0	
Customer Service Centres	Reduce security resources at the Brighton Bartholomew House Customer Service Centre (CSC)	36	36	0	
		1,003	1,003	0	
Internal Audit / Corporate Fraud / NAFN					
Internal Audit	Reduced Principal Auditor staffing	50	50	0	
		50	50	0	
Finance & Procurement					
External Audit	Planned 25% reduction in audit fees	40	40	0	
Financial Services	Staffing efficiencies across Financial Management teams, debtors and creditors services through Business Process Improvement	163	163	0	Approximately £0.066m identified to date but further work is required to deliver the full saving.

Appendix 1 Revenue Budget Performance

Service	Description of Saving Opportunity	Planned Savings 2015/16 (£'000)	Achieved / Anticipated (£'000)	At Risk (£'000)	Progress / Mitigation
Financial Services	Income generation measures including charges for grant administration, banking services, etc.	60	60	0	
		263	263	0	
City Services (Revenues & Benefits)					
Council Tax Running Expenses	Removal of class C 'empty and unfurnished' discount	94	94	0	
Council Tax Running Expenses	Removal of class D 'uninhabitable' discounts	32	32	0	
Council Tax Running Expenses	Digitally Improve the Customer Experience (DiCE) reduction in project costs	10	10	0	
Council Tax Benefit Local Variations	Deletion, without detriment, of this discretion which is now accounted for elsewhere in the tax base	32	32	0	
Housing Benefits / CTR administration costs	Reduction of Outreach Work through reduced admin costs	58	58	0	
Technical Delivery Team	Negotiation of reduced costs in contracts	30	30	0	
Technical Delivery Team	Implementation of completely online claiming system reducing paper and stationery costs	10	10	0	
Electronic Document Management Team (EDM)	Redesign of Electronic Document Management function	5	5	0	
Housing Benefits / CTR administration costs	Reduction of opening hours of 20-25% of current counter or phone opening	58	58	0	

Appendix 1 Revenue Budget Performance

Service	Description of Saving Opportunity	Planned Savings 2015/16 (£'000)	Achieved / Anticipated (£'000)	At Risk (£'000)	Progress / Mitigation
		329	329	0	
Legal & Democratic Services					
Members' Allowances	Reduction in some special responsibility allowances and a rationalisation of others	25	25	0	
Bereavement Services	Increased income through increased fees and charges	35	35	0	
City Services Managers & Customer Improvement.	Reduce the specialist training capacity to Revenues and Benefits	51	51	0	
Overview of City Services Division	Service redesign of management roles across the division	35	35	0	
		146	146	0	
TOTAL FINANCE, RESOURCES & LAW		2,301	2,301	0	

Explanation of Other Key Variances

Key Variances £'000	Service	Description	Mitigation Strategy
HR & Organisational Development			
(116)	HR & Organisational Development	The HROD service is now projecting an underspend of £0.116m. This is an increase of £0.066m over last month. The additional savings reflect the requirements of the further in-year share of the Council's overspend through the delay/postponement of planned training on Adults/Children's training programmes and an additional £0.040m of	

Appendix 1 Revenue Budget Performance

Key Variances £'000	Service	Description	Mitigation Strategy
		<p>non-attendance income that would normally be re-invested in the training programme. It is noted that there is a cost pressure remaining within the service due to additional savings added in last year's budget round that will be addressed via service reviews in the 4 year plan</p>	
ICT			
(54)	ICT	<p>At Month 7, the service is forecasting an underspend of £0.054m being anticipated savings in the salaries budget and through review of hardware spend in the last month. These will be used to offset the Business Objects settlement fee and increased Business Objects licensing costs. It is now hoped to cover the majority of the Business Objects costs from the service's budget</p>	
Property & Design			
(660)	Property & Design	<p>The commercial income forecast shows an overachievement of £0.050m, with good results still at New England House. There are expected underspends during this financial year for utility costs at Hove Town Hall, due to the Workstyles programme, improved water monitoring with automatic meter readings and other various utilities efficiency savings totalling £0.118m. Contracts and property functions reviews should save a further £0.140m. The recent Financial Controls have led to only essential maintenance being carried out, which is predicted to save £0.275m on planned maintenance and £0.077m on reactive maintenance.</p>	

Appendix 1 Revenue Budget Performance

Key Variances £'000	Service	Description	Mitigation Strategy
(30)	Customer Services	Customer Services budgets have transferred from the former City Services this month, and these are expected to underspend by £0.030m due to vacancy management.	
Finance			
(58)	Finance	The forecast for Financial Services, Procurement & Audit is for an underspend of £0.058m. However, with the Brighton NAFN office having closed on 30 September this year, it is expected that the council will not be able to recover fees and costs of approximately £0.084m. The current intention is to attempt to bear these pressures within existing resources.	
(248)	Revenues & Benefits	Revenues and Benefits budgets have transferred from the former City Services and are forecasting an underspend of £0.248m. This is due to increased vacancy management, along with continued expected overachievement of income targets and a reduction in projected costs of computer maintenance.	
Housing Benefits subsidy			
(397)	Housing Benefits Subsidy	There is a forecast surplus of £0.261m (previously £0.300m) associated with the recovery of over payments of former Council Tax benefit. In addition a surplus of £0.136m previously (£0.100m) is forecast on the main subsidy budget.	
Performance, Improvement & Programmes			
(31)	Performance, Improvement & Programmes	The service is projecting an underspend of £0.031m this month by continuing to minimise the development work for Performance & Risk	

Appendix 1 Revenue Budget Performance

Key Variances £'000	Service	Description	Mitigation Strategy
		Management software system, vacancy control and reducing non staffing expenditure to an absolute minimum.	
Legal & Democratic Services			
(140)	Legal & Democratic Services	With the spending controls in mind, Legal Services & Democratic Services are projecting an under spend of £0.140m at Month 7. This is due to extended vacancy control, management of one off payments and improved income forecasts.	
(268)	Life Events	Life Events budgets have transferred from the former City Services this month and are forecasting an underspend of £0.268m, an increase of £0.200m from last month's figure of £0.068m. The underspend is due to one-off government funding in respect of personal land charges liability costs, partly offset by income pressures in the service.	

Corporate Budgets – Revenue Budget Summary

Forecast Variance Month 6 £'000	Service	2015/16 Budget Month 7 £'000	Forecast Outturn Month 7 £'000	Forecast Variance Month 7 £'000	Forecast Variance Month 7 %
0	Bulk Insurance Premia	0	0	0	0.0%
(137)	Concessionary Fares	10,827	10,690	(137)	-1.3%
(104)	Capital Financing Costs	8,677	8,544	(133)	-1.5%
0	Levies & Precepts	170	170	0	0.0%
(395)	Unallocated Contingency & Risk Provisions	2,106	1,734	(372)	-17.7%
3	Unringfenced Grants	(16,683)	(16,680)	3	0.0%
(533)	Other Corporate Items	1,556	1,023	(533)	-34.3%
(1,166)	Total Revenue - Corporate Budgets	6,653	5,481	(1,172)	-17.6%

Key Variances

Key Variances £'000	Service	Description	Mitigation Strategy
Concessionary Fares			
(137)	Concessionary Fares	There is a reduction in the fixed deal payment to B&H Buses of £0.105m to allow for the cessation of some routes and the remaining saving is mainly from lower than forecast trip numbers across other operators.	
Capital Financing Costs			
(133)	Capital Financing Costs	In response to fairly volatile PWLB rates, some analysis of borrowing costs and interest rate forecasts have led to some “trigger” rates that may determine the undertaking of two tranches of PWLB borrowing in 2015/16. The PWLB rates are published twice a day and officers are pro-actively monitoring	

Appendix 1 Revenue Budget Performance

Key Variances £'000	Service	Description	Mitigation Strategy
		these rates; if the rates reduce to or below the first trigger rate set, £5.000m borrowing will be undertaken and a subsequent £5.000m will be undertaken if a second trigger rate is met. This borrowing will replace the short term borrowing budgeted for in 2015/16 and the Financing Costs underspend forecast assumes both tranches of borrowing will be undertaken. The underspend has increased from Month 5 because the trigger rates have not been met to date, so the expected date of borrowing has moved further into the future and therefore no borrowing costs incurred to date. If the trigger rates are not met in the current year, there may be a further £0.075m saving in the Financing Costs budget in 2015/16, but this would potentially increase borrowing costs in future years.	
Unallocated Contingency & Risk Provisions			
(372)	Unallocated Contingency & Risk Provisions	Part of the financial controls introduced by ELT in September was a review of unspent 2014/15 budgets that were approved for carry forward into 2015/16. A review of these allocations has identified £0.291m which can be released to support the overall position. This consists of Stronger Families, Youth and Communities (£0.148m), Human Resources and Organisational Development (£0.087m), Housing (£0.036m) and Communications (£0.020m). In addition to this £0.081m of unrequired risk provision has been released.	
Unringfenced Grants			
3	Unringfenced Grants	Minor variance.	
Other Corporate Items			
(516)	Centrally	The underspend here relates to unrequired balances	

Appendix 1 Revenue Budget Performance

Key Variances £'000	Service	Description	Mitigation Strategy
	Managed Budgets	in respect of historic debts (£0.267m), over-provision for the council's obligation for trust funds (£0.112m), historic balance from Revenue Support Grant (£0.048m) and out of date cheques that have not been cashed (£0.100m). These are partially offset by £0.011m debt written off due to unsuccessful external collection.	
(17)	Former Employee Pension Costs	Spend on former employee pension costs is lower than anticipated by £0.016m.	

Housing Revenue Account – Revenue Budget Summary

Forecast Variance Month 6 £'000	Housing Revenue Account	2015/16 Budget Month 7 £'000	Forecast Outturn Month 7 £'000	Forecast Variance Month 7 £'000	Forecast Variance Month 7 %
495	Capital Financing	31,095	32,090	995	3.2%
(14)	Head of Housing HRA	3,448	3,434	(14)	-0.4%
(59)	Head of Regeneration	290	231	(59)	-20.3%
68	Housing Strategy	524	586	62	11.8%
2	Housing Support	257	245	(12)	-4.7%
(801)	Income Involvement Improvement	(49,497)	(50,400)	(903)	1.8%
(207)	Property & Investment	11,999	11,773	(226)	-1.9%
(193)	Tenancy Services	1,884	1,529	(355)	-18.8%
(709)	Total	-	(512)	(512)	0.0%

Monitoring of Achievement of 2015/16 Savings

Service	Description of Saving Opportunity	Planned Savings 2015/16 (£'000)	Achieved / Anticipated (£'000)	At Risk (£'000)	Progress / Mitigation
Housing Revenue Account					
Housing Management & Maintenance	Service redesign of Housing Management & Maintenance	251	181	70	Service redesign is ongoing however £70k of this saving will now be found from deleting the budget for extra legal costs no longer required.
Housing Support	50% of management post no longer chargeable to the HRA	30	30	0	

Appendix 1 Revenue Budget Performance

Service	Description of Saving Opportunity	Planned Savings 2015/16 (£'000)	Achieved / Anticipated (£'000)	At Risk (£'000)	Progress / Mitigation
Head of Housing Management & Support Services	Reduce support service charges	33	33	0	
Customer Services	Increase charges for car parks and garages where demand is high	45	45	0	
Customer Services	Reduction of 0.15 FTE office management post	4	4	0	
Customer Services	Reduction in general office budgets	40	40	0	
Tenancy Services - Estates	Reduce materials budget within the estates service	25	25	0	
Tenancy Services - Tenancy Management	Deletion of vacant post	27	27	0	
Tenancy Services - Tenancy Management	Efficiency savings on gas and electricity costs	120	120	0	
Tenancy Services - Older Peoples Housing	Phase 2 of Intensive Housing Management Charge	111	111	0	
Tenancy Services - Older Peoples Housing	Reduction of cost of Carelink line	7	7	0	
Property and Investment	Review of commercial rents	50	50	0	
Property and Investment	Efficiencies on repairs and service contracts	164	164	0	
TOTAL HOUSING REVENUE ACCOUNT		907	837	70	

Explanation of Other Key Variances

Key Variances £'000	Service	Description	Mitigation Strategy
Housing Revenue Account			
995	Capital Financing	The forecast reprofiling/slippage for the HRA Capital Programme will reduce the amount of borrowing required in 2015/16 to fund the overall programme, which will therefore result in lower interest charges of £0.105m than originally budgeted for. 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 the revenue account to fund the capital programme rather than undertaking borrowing.	The forecast overspend is funded from overachievement of income relating to Leaseholder Service Charges and the forecast underspend on Interest payable.
(59)	Head of Regeneration	The estimated level of capitalisation of salaries is higher than originally budgeted.	
62	Housing Strategy	A review of the work carried out by the Housing Allocations team has meant that the amount of staff time charged to the HRA has increased to a charge of 80% of staff time compared to a budgeted split of 50/50.	The overspend in this service is being covered by underspends elsewhere within the HRA
(903)	Income Inclusion Improvement	Leaseholder Services and Major Works are forecast to overachieve income by £0.661m mainly due to the timing of capital works meaning more was rechargeable in 2015/16 than was estimated; Rents are forecast to overachieve income by £0.072m and vacancy management is forecast to underspend by £0.350m. These underspends are partly offset by a forecast overspend on accommodation management fees of £0.147m and a forecast Discretionary Housing Payment contribution of £0.070m.	
(226)	Property & Investment	The spend on routine repairs has reduced by £0.290m due to a reduction in the number of council dwellings and also the increased levels of capital investment over the past few years. This underspend is partly offset by a forecast overspend on empty property works.	
(355)	Tenancy Services	Underspends include: £0.173m on staff costs in the estates services and tenancy management areas; £0.075m on gas &	

Appendix 1 Revenue Budget Performance

Key Variances £'000	Service	Description	Mitigation Strategy
		electricity charges; £0.065m on supplies and services and £0.040m relating to the Community Payback Scheme where the budget is no longer required. This is offset by an overspend of £0.025m on rubbish clearance due to additional tipping charges.	

Appendix 1 Revenue Budget Performance

Dedicated Schools Grant – Revenue Budget Summary

Forecast Variance Month 6 £'000	Dedicated Schools Grant (DSG)	2015/16 Budget Month 7 £'000	Forecast Outturn Month 7 £'000	Forecast Variance Month 7 £'000	Forecast Variance Month 7 %
0	Individual Schools Budget (ISB) <i>(This does not include the £5.534m school balances brought forward from 2014/15)</i>	122,676	122,676	0	0.0%
211	Early Years Block (including delegated to Schools) <i>(This includes Private Voluntary & Independent (PVI) Early Years 3 & 4 year old funding for the 15 hours free entitlement to early years education) (This includes £0.615m brought forward from 2014/15)</i>	10,943	11,071	128	1.2%
(211)	High Needs Block (excluding delegated to Schools) <i>(This includes £0.807m underspend brought forward from 2014/15)</i>	18,110	17,982	(128)	-0.7%
(21)	Exceptions and Growth Fund <i>(This includes £0.031m underspend brought forward from 2014/15)</i>	5,993	5,958	(35)	-0.6%
0	Grant Income	(156,269)	(156,269)	0	0.0%
(21)	Net DSG Budget	1,453	1,418	(35)	-2.4%

Explanation of Key Variances

Key Variances £'000	Service	Description (Note: FTE/WTE = Full/Whole Time Equivalent)	Mitigation Strategy
Early Years Block			
232	PVI payments for 3 & 4 year olds	Overspend in payments for 3 & 4 year olds	Costs will be monitored closely over the year and efforts made to reduce costs

Appendix 1 Revenue Budget Performance

Key Variances £'000	Service	Description (Note: FTE/WTE = Full/Whole Time Equivalent)	Mitigation Strategy
			or identify mitigating savings to bring these budgets back in balance where possible.
(104)	Early Years Advisors	Underspends on staffing costs (£0.070m) and other minor variances (£0.034m).	
High Needs Block			
12	Educational Agency Placements	Overspend in relation to the number and cost of places.	Costs will be monitored closely over the year and efforts made to reduce costs or identify mitigating savings to bring these budgets back in balance where possible.
(140)	Other	There are a number of underspends in the following areas: 2014/15 underspend carried forward for respite care (£0.080m), High Needs top-up for Post 16 students (£0.050m), Autistic Spectrum Condition (ASC) service recruitment (£0.045m), SEN strategy freeze on spending (£0.035m), Speech & Language Service staffing (£0.016m) and other minor underspends (£0.072m). These are partially offset by overspends relating to a contribution to CAMHS (£0.140m) and the education of children with medical needs (£0.018m).	
Exceptions & Growth Fund			
(35)	Exceptions	There are underspends of £0.048m relating to the reimbursement of costs for union duties, jury service and suspension to schools and £0.020m in respect of increased school meals income. These are partially offset by an overspend of £0.029m in respect of schools premature retirement costs and other minor overspends of £0.004m.	

NHS Trust Managed S75 Budgets – Revenue Budget Summary

Forecast Variance Month 6 £'000	S75 Partnership	2015/16 Budget Month 7 £'000	Forecast Outturn Month 7 £'000	Forecast Variance Month 7 £'000	Forecast Variance Month 7 %
438	Sussex Partnership Foundation NHS Trust (SPFT)	11,001	11,488	487	4.4%
55	Sussex Community NHS Trust (SCT)	554	609	55	9.9%
493	Total Revenue - S75	11,555	12,097	542	4.7%

Explanation of Key Variances

Key Variances £'000	Service	Description (Note WTE = Whole Time Equivalent)	Mitigation Strategy
Sussex Partnership Foundation NHS Trust (SPFT)			
487	SPFT- community care mental health & memory cognition, in house services	<p>The pressure of £0.487m is due to:-</p> <p>(1) Pressures brought forward from 2014/15 (£0.605m),</p> <p>(2) Net full year effect of 2014/15 packages of care (£0.516m), and</p> <p>(3) In year pressures on this service are coming from increase in care packages / change in service type (£0.575m; 14.19 WTE), transfers from in-house services (£0.505m; 15.94 WTE), unachieved savings (£0.157m) and other (£0.487m). These pressures are being offset by a net decrease in demand (£0.278m; 14.96 WTE), improved income (£0.340m), net self-funders (£0.219m), Continuing Care Funding (£0.147m) and CCG Funding against the overall S75 risks (£0.650m). In addition there have been assumptions made on reviews of packages of care (£0.165m) in 2015/16 to mitigate some of the increases already seen in year.</p> <p>(4) There are underspends on the SPFT staffing budgets of £0.071m</p> <p>Savings of £0.434m have been achieved from 1 April 2015 and</p>	<p>Actions have been put in place to meet the 2015/16 budget strategy savings targets and to meet unachieved savings from previous years so there is limited scope to address the emerging demand pressures. Actions include:</p> <ul style="list-style-type: none"> • There will be increased panel scrutiny of all complex or high cost placement and care package requests to assure value for money against eligible care needs. Where possible, no placements will be made above the agreed local authority rates. • The CCG have agreed funding of £0.650m to offset the risks on the

Appendix 1 Revenue Budget Performance

Key Variances £'000	Service	Description (Note WTE = Whole Time Equivalent)	Mitigation Strategy
		included in the forecast position. The pressure of £0.487m is after the risk share contribution (50:50) with SPFT	<p>community care budget (which is within the forecast). The Risk share arrangement with SPFT assumes a 50:50 split of any remaining overspend.</p> <ul style="list-style-type: none"> Continuing Health Care Taskforce in place to ensure that all appropriate funding sources are identified.
Sussex Community NHS Trust (SCT)			
55	SCT- Integrated Community Equipment Services	This service is projecting an over-spend of £0.055m as the equipment savings expected during the current contract have not been fully achieved	Increased financial controls - vacancy management and reduction in non essential spend.

Savings Monitoring 2015/16

General Fund

Directorate	2015/16 Target £'000	Full Year Effect £'000	2015/16 Achieved £'000	2015/16 Anticipated £'000	2015/16 At Risk £'000
Children's Services	3,966	4,913	1,332	2,437	700
Adult Services	7,142	8,214	6,212	1,907	(18)
Environment, Development & Housing	3,992	5,542	1,745	948	342
Assistant Chief Executive Services	999	1,070	910	89	0
Public Health	421	421	421	0	0
Finance & Resources & Law	2,301	2,424	349	1,952	0
Total Savings in Directorate budgets	18,821	22,584	10,969	7,333	1,024
Tax Base Savings	2,268	2,268	2,268	0	0
Grand Total General Fund Savings	21,089	24,852	13,237	7,333	1,024

Housing Revenue Account

Directorate	2015/16 Target £'000	Full Year Effect £'000	2015/16 Achieved £'000	2015/16 In Progress £'000	2015/16 At Risk £'000
Environment, Development & Housing	907	907	736	101	70
Total HRA Savings	907	907	736	101	70

Children’s Services – Capital Budget Summary

Forecast Variance Month 6 £'000	Service	2015/16 Budget Month 6 £'000	Reported at other Committees £'000	New Schemes (Appendix 4) £'000	Variation, Slippage/ reprofile £'000	2015/16 Budget Month 7 £'000	Forecast Outturn Month 7 £'000	Forecast Variance Month 7 £'000	Forecast Variance Month 7 %
0	Child Health Safeguard and Care	40	0	0	0	40	40	0	0.0%
0	Education and Inclusion	24,856	0	0	0	24,856	24,856	0	0.0%
0	SEN & Disability	60	0	110	0	170	170	0	0.0%
0	Schools	735	0	0	0	735	735	0	0.0%
0	Stronger Families Youth & Communities	0	0	0	0	0	0	0	0.0%
0	Total Children’s Services	25,691	0	110	0	25,801	25,801	0	0.0%

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

Detail Type	£'000	Project	Description	Mitigation Strategy
Children’s Services				
No changes to report				

Adult Services – Capital Budget Summary

Forecast Variance Month 6 £'000	Service	2015/16 Budget Month 6 £'000	Reported at other Committees £'000	New Schemes (Appendix 4) £'000	Variation, Slippage/ reprofile £'000	2015/16 Budget Month 7 £'000	Forecast Outturn Month 7 £'000	Forecast Variance Month 7 £'000	Forecast Variance Month 7 %
0	Adults Assessment	488	0	0	(94)	394	394	0	0.0%
0	Adults Provider	27	0	0	0	27	27	0	0.0%
0	Commissioning and Contracts	53	0	0	0	53	53	0	0.0%
0	Total Adult Services	568	0	0	(94)	474	474	0	0.0%

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

Detail Type	£'000	Project	Description	Mitigation Strategy
Adults Assessment				
Slippage	(94)	Telecare (Better Care Funding)	This budget is used to purchased telecare devices which are assistive technology to support vulnerable people connected to the 24/7 monitoring and response centre managed by CareLink Plus (adult social care). Telecare is part of a value for money programme to deliver cost effective care. Through discussions with the main supplier, lower unit costs for the equipment have been achieved and other equipment such as key safes have also been recycled, enabling purchases to be lower than anticipated. The underspend from 2014/15 which was carried forward, plus the purchasing of essential stock only has increased the forecast underspend.	

Appendix 3 – Capital Programme Performance

Environment, Development & Housing (General Fund) – Capital Budget Summary

Forecast Variance Month 6 £'000	Service	2015/16 Budget Month 6 £'000	Reported at other Committees £'000	New Schemes (Appendix4) £'000	Variation, Slippage/ reprofile £'000	2015/16 Budget Month 7 £'000	Forecast Outturn Month 7 £'000	Forecast Variance Month 7 £'000	Forecast Variance Month 7 %
0	City Infrastructure	2,547	0	285	(345)	2,487	2,487	0	0.0%
0	City Regeneration	23,797	0	0	(54)	23,743	23,743	0	0.0%
0	Planning & Building Control	310	0	0	0	310	310	0	0.0%
0	Transport	9,505	0	0	0	9,505	9,505	0	0.0%
572	Housing GF	4,297	0	0	0	4,297	4,869	572	13.3%
572	Total ED&H	40,456	0	285	(399)	40,342	40,914	572	1.4%

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

Detail Type	£'000	Project	Description	Mitigation Strategy
City Infrastructure				
Reprofile	(75)	Sheepcote Valley Household Waste	The capital allocation is the council's contribution towards the redevelopment of the Brighton Household Waste Recycling Site. The project has been delayed a number of times due to the design of the scheme changing (to improve layout for users) resulting in delays in planning. Planning has now been obtained and Veolia are now tendering the work. This scheme is managed by Veolia and the delays have been beyond the council's control.	
Reprofile	(31)	Woodingdean Allotments	There have been delays to the planning application process as more information has been requested from the Planning Authority. It is therefore unlikely that significant works will commence until the 2016/17 financial year.	
Slippage	(60)	William Clarke	Slippage due to this projects inclusion in a wider	

Appendix 3 – Capital Programme Performance

Detail Type	£'000	Project	Description	Mitigation Strategy
		Park 106 improvements	contract being set up to include five other improvement projects to play areas. This will improve the value for money rather than treating it as a one off job. Once the contract is in place there will be less officer time spent than by treating each site as an individual contract.	
Slippage	(137)	Various S106 Parks Projects	Delays to various parks project budgets under £0.050m, funded from S106 contributions where the project will roll over to 2016/17: Saunders Park Playground (£0.025m), Queens Park Playground (£0.009m), St Anne's Well Gardens (£0.007m), Hove Lagoon Play Area (£0.036m), Manor Road (£0.041m), Rottingdean Field (£0.014m), East Brighton Park Parking Controls (£0.005m).	
Variation	(75)	Sheepcote Valley Household Waste	The budget previously represented the total project costs of circa £0.150m, however the scheme is being managed by Veolia, external to the council. An amendment to the budget is therefore required to represent the BHCC contribution to the project only.	
Variation	33	City Parks	Variation to budget of less than £0.050m.	
City Regeneration				
Variation	(54)	Waterfront Redevelopment	The Brighton Centre Redevelopment Reserve supports capital and revenue costs associated with the delivery of the Waterfront Development. A total of £0.054m is required to provide internal costs associated with the Major Projects Team and in particular the delivery of the Waterfront project. The capital budget for 2015/16 will require less external consultants advice and the budget will be reduced accordingly for 2015/16.	
Housing GF				
Overspend	572	Disabled Facilities Grant	The Disabled Facilities Grant funding for 2015/16 is £0.911m. An overspend of £0.367m for last financial	If budgets and demand remains at the current levels then

Appendix 3 – Capital Programme Performance

Detail Type	£'000	Project	Description	Mitigation Strategy
			<p>year 2014/15 was reported to Policy & Resources on 11 June 2015 and is being funded from the 2015/16 grant. This leaves a budget of £0.544m for 2015/16. Committed expenditure (less estimates for income from other sources) is estimated to be £1.116m, leading to a forecast overspend of £0.572m in 2015/16. A 3-year recovery plan to reduce costs and increase funding through Adult Social Care/Public Health is being implemented to achieve an overall break-even position for housing. The overspend will be temporarily funded from Capital Reserves in 2015/16 with repayments back to reserves in future years as a result of the 3-year recovery plan..</p>	<p>implementation of the measures outlined in the report to Housing & New Homes Committee will still leave significant pressures in 2016/17 unless further mitigation measures can be identified or additional funding identified. The position will be closely monitored, including the agreed recovery plan, during the year. In addition we are continuing our focus on our housing solutions preventative approach to manage demand for re-active adaptations through making best use of new and existing homes.</p>

Appendix 3 – Capital Programme Performance

Environment, Development & Housing (Housing Revenue Account) – Capital Budget Summary

Forecast Variance Month 6 £'000	Service	2015/16 Budget Month 6 £'000	Reported at other Committees £'000	New Schemes (Appendix 4) £'000	Variation, Slippage/ reprofile £'000	2015/16 Budget Month 7 £'000	Forecast Outturn Month 7 £'000	Forecast Variance Month 7 £'000	Forecast Variance Month 7 %
571	City Regeneration	16,471	0	0	(8,103)	8,368	8,862	494	5.9%
(127)	Housing HRA	30,589	0	0	(2,000)	28,589	28,589	0	0.0%
444	Total Environment, Development and Housing HRA	47,060	0	0	(10,103)	36,957	37,451	494	1.3%

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

Detail Type	£'000	Project	Description	Mitigation Strategy
City Regeneration				
Re-profile	(2,626)	Garage Sites - Guinness	Re-profiled to anticipate project cash-flow	Project on target to deliver to timetable
Re-profile	(4,632)	Brooke Mead Extra Care	Re-profiled to anticipate project cash-flow	Project on target to deliver to timetable
Re-profile	(487)	Ardingly Street	Re-profiled to anticipate project cash-flow	Project on target to deliver to timetable
Slippage	(358)	Feasibility & Design	Likely to be less spend than originally anticipated in 2015/16	Budget to be spent on feasibility and design work as required
Overspend	469	Manor Place	Increase in scheme budget primarily due to decontamination of the communal gardens at Robert Lodge and associated works. Build costs have increased to construction inflation and specific specification requirements. (Previously reported at Month 2 as £0.456m).	Increased costs will either be met from underspends identified in the 2015/16 HRA Capital Programme or HRA reserves.
Overspend	25	Various	Overspend on various schemes under £0.050m	

Appendix 3 – Capital Programme Performance

Detail Type	£'000	Project	Description	Mitigation Strategy
Housing HRA				
Reprofile	(2,000)	Cladding	Cladding component of the Clarendon Road Project Phase One, Clarendon House & Ellen House, to be reprofiled to Structural Repairs 2016/17.	Following a Planning decision, cladding works are no longer an option so the budget will be targeted on improving the sustainability of the existing building fabric. Impact: The proposed improvement works will address the issues of condensation and damp, so no negative impact on residents is anticipated.
Variation	(541)	Cladding	Remainder of Clarendon Road Phase One budget, Clarendon House & Ellen House, to be transferred to Structural Repairs, due to change of project works.	Following a Planning decision, cladding works are no longer an option so the budget will be targeted on improving the sustainability of the existing building fabric. Impact: The proposed improvement works will address the issues of condensation and damp, so no negative impact on residents is anticipated.
Variation	541	Structural Repairs	Money transferred from Clarendon Road Project Phase One, Clarendon House & Ellen House, from Cladding to Structural repairs, due to change of Project works.	As above. Impact: No negative impact anticipated, aside from some noise and disruption whilst works are on site (which will be carefully managed).
Variation	(300)	Cladding	Expected year end budget underspend transferred to the Bates Estate & Craven Vale Project.	The forecast cladding underspend at Warwick Mount is not required elsewhere. No impact anticipated.
Variation	300	Ventilation	Money transferred from accumulated underspends to Bates Estate & Craven Vale Project. This will fund a required programme of Fire Safety Works at the Bates Estate & Craven Vale.	Completion of these works are required to meet the latest Fire Safety and Building Regulation requirements.

Appendix 3 – Capital Programme Performance

Assistant Chief Executive - Capital Budget Summary

Forecast Variance Month 6 £'000	Service	2015/16 Budget Month6 £'000	Reported at other Committees £'000	New Schemes (Appendix4) £'000	Variation, Slippage / reprofile £'000	2015/16 Budget Month 7 £'000	Forecast Outturn Month 7 £'000	Forecast Variance Month 7 £'000	Forecast Variance Month 7 %
0	Corporate Policy Performance & Communities	0	0	0	0	0	0	0	0.0%
0	Royal Pavilion Arts & Museums	1,241	0	0	0	1,241	1,241	0	0.0%
(19)	Sports & Leisure	2,381	200	100	0	2,681	2,662	(19)	-0.7%
0	Libraries	65	0	97	0	162	162	0	0.0%
0	Tourism & Venues	0	0	0	0	0	0	0	0.0%
(19)	Total Assistant Chief Executive	3,687	200	197	0	4,084	4,065	(19)	-0.5%

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

Detail Type	£'000	Project	Description	Mitigation Strategy
Sports & Leisure				
Reported at Other Committees	200	Seafront Investment Programme – Landscaping adjacent to i360	Reported to P&R Committee on 15 th October 2015.	
Underspend	(19)	West Pier Arches fit out	Underspend of less than £0.050m.	

Public Health – Capital Budget Summary

Forecast Variance Month 6 £'000	Service	2015/16 Budget Month 6 £'000	Reported at other Committees £'000	New Schemes (Appendix4) £'000	Variation, Slippage / reprofile £'000	2015/16 Budget Month 7 £'000	Forecast Outturn Month 7 £'000	Forecast Variance Month 7 £'000	Forecast Variance Month 7 %
0	Public Health	345	0	0	0	345	345	0	0.0%
0	Public Protection	78	0	0	0	78	78	0	0.0%
0	Total Public Health	423	0	0	0	423	423	0	0.0%

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

Detail Type	£'000	Project	Description	Mitigation Strategy
Public Health				
No changes to report				

Finance, Resources and Law - Capital Budget Summary

Forecast Variance Month 6 £'000	Service	2015/16 Budget Month 6 £'000	Reported at other Committees £'000	New Schemes (Appendix4) £'000	Variation, Slippage / reprofile £'000	2015/16 Budget Month 7 £'000	Forecast Outturn Month 7 £'000	Forecast Variance Month 7 £'000	Forecast Variance Month 7 %
0	Head of Law	59	0	0	0	59	59	0	0.0%
0	Finance	0	0	0	0	0	0	0	0.0%
0	HR Organisational Development	0	0	0	0	0	0	0	0.0%
0	ICT	3,337	0	0	0	3,337	3,337	0	0.0%
0	Performance Improvement & Programmes	0	0	0	0	0	0	0	0.0%
0	Property & Design	16,391	0	0	365	16,756	16,756	0	0.0%
0	Total Finance, Resources and Law	19,787	0	0	365	20,152	20,152	0	0.0%

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

Detail Type	£'000	Project	Description	Mitigation Strategy
Property and Design				
Reprofile	(60)	Hove Town Hall BMS	The Building Management System (BMS) installation has to be programmed to fit in the with main Hove Town Hall refurbishment contract, which completes in June 2016. Tenders are being sought for the BMS before Christmas 2015 however the actual installation will not be undertaken until around April/May 2016 once the main heating and ventilation plant has been fitted.	

Appendix 3 – Capital Programme Performance

Detail Type	£'000	Project	Description	Mitigation Strategy
Variation	365	Hollingdean Depot	£0.250m funding from borrowing to support additional investment of offices at Hollingdean Depot. Financing costs will be met from revenue savings generated from the new facility within the Cityclean service. Additional budget to be reallocated from Hollingdean depot Health & Safety of £0.115m (see below) to help support new workshop project.	
Variation	150	Madeira Terrace	Consultants have advised that the existing safety fencing which was adjacent to 70 bays should be moved south by 4m into Madeira Drive. This was the distance that the engineers felt appropriate given the risk of collapse and height of the structure. In addition the existing temporary type fencing should be replaced with permanent anti-climb fencing and the length of fencing should be extended all the way along the Terraces towards Duke's Mound (a further 90 bays). Due to the Health and Safety considerations it is necessary to install the more permanent fencing as soon as is practicably possible to ensure the safety of the public. This will be funded from capital reserves and reimbursed from the Planned Maintenance Budget for 2016/17.	
Variation	25	Workstyles Phase 3	Variation to budget of less than £0.050m funded from Asset Management Fund.	
Variation	(115)	Hollingdean Depot Health & Safety	Budget reallocated to support major new workshop project at Hollingdean depot and enabling it to be managed as a whole (see above). Will help fund works to the retaining wall & incoming electrical feed.	

Corporate Services - Capital Budget Summary

Forecast Variance Month 6 £'000	Service	2015/16 Budget Month 6 £'000	Reported at other Committees £'000	New Schemes (Appendix4) £'000	Variation, Slippage / reprofile £'000	2015/16 Budget Month 7 £'000	Forecast Outturn Month 7 £'000	Forecast Variance Month 7 £'000	Forecast Variance Month 7 %
0	Corporate Services	25	0	0	0	25	25	0	0.0%
0	Total Corporate Services	25	0	0	0	25	25	0	0.0%

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

Detail Type	£'000	Project	Description	Mitigation Strategy
Corporate Services				
No changes to report				

New Capital Project Approval Request				
Unit:	Libraries			
Project title:	Libraries Extra			
Total Project Cost (All Years):	£372,800			
Purpose, benefits and risks:				
<p>Libraries Extra – The open libraries model has been pioneered in Denmark and uses technology to enable longer opening hours through self-service unstaffed libraries. This approach is also being introduced in some UK gyms. Brighton & Hove have been working with in-house providers to set up Woodingdean and Portslade as pilot sites using the name 'Libraries Extra'. A six month pilot is running from 1st September 2015 to 29th February 2016. Libraries Extra will then be rolled out to a further seven community libraries. This will enable longer opening hours and the consolidation of staffing hours. Ultimately this could enable 7 day a week access to libraries, with some of the days staffed and the remaining days unstaffed.</p>				
Capital expenditure profile (£'000):				
Year	This Year	Next Year	Year After	TOTAL
Specific Reserves (Modernisation programme)	96.5			96.5
Unsupported Borrowing		276.3		276.3
Total estimated costs and fees	96.5	276.3		372.8
Financial implications:				
<p>£0.097m investment is being met from the current Modernisation Fund to fund enabling activities, following approval of the full business case at the Corporate Modernisation Delivery Board. A further £0.276m investment is required in 2016/17 this is likely to be funded from borrowing and/or the Modernisation Fund following a review of available capital resources to support the Modernisation Fund. Any borrowing costs will be funded from potential revenue savings as a result of the Libraries Extra project.</p>				

New Capital Project Approval Request				
Unit:	City Clean and City Parks			
Project title:	Preston Park Cycle Track			
Total Project Cost (All Years):	£285,000			
Purpose, benefits and risks:				
To replace the fencing around Preston Park Cycle Track. The fencing does not currently comply with the safety standards of British Cycling, the sport governing body. A grant application is being submitted to British Cycling towards the works to bring the track back up to competition standard. The grant will be match funded by s106 funds, with £0.100m earmarked for Preston Park. The scheme has been approved at Economic Development Committee in September 2015.				
Capital expenditure profile (£'000):				
Year	This Year	Next Year	Year After	TOTAL
Grant (British Cycling)	185.0			185.0
External Contribution (inc S106)	100.0			100.0
Total estimated costs and fees	285.0			285.0
Financial implications:				
It is anticipated that the full costs of the capital scheme are to be funded from grant from British Cycling (£0.185m) grant and Section 106 contributions from external developers set aside for such purposes (£0.100m). A final decision on the grant application is expected on the 11th December, but no commitment to expenditure will be made until the grant has been awarded. If the tenders from the scheme are lower than the budgeted project fees, British Cycling will propose how the benefits of the lower costs are allocated across British Cycling and BHCC, to be agreed with the service Director. Any savings in costs for the Council will result in more s106 funding being available for the rest of the park. The detailed financial implications, including revenue implications, have been reported to Economic Development Committee in September 2015.				

New Capital Project Approval Request				
Unit:	Children's Services			
Project title:	55 Drove Road Adaptations			
Total Project Cost (All Years):	£110,000			
Purpose, benefits and risks:				
<p>Building work is required to adapt the ground floor of 55 Drove Road to make it suitable as a living space for young people in the care of the Local Authority. 55 Drove Road is a care home for children and young people with Special Educational Need and Disability. Currently there are two residential spaces in the building, a permanent home for 3 young people and a respite home which provides respite for 8 families and a permanent home for 1 young person. The work now proposed will make a third space available that will initially be used for one person with challenging needs, the intention that it can be used for other young people in the future. The work involves converting an office and outreach spaces into living accommodation. A waiver to standing orders has been applied for to allow a negotiated tender to be used to procure this work. The works will also allow for 2 children currently in out of city or agency placements to be placed in 55 Drive Road, thus making a saving on the revenue budget. The newly created space at 55 Drove Road will also be available for other young people to use in the future.</p>				
Capital expenditure profile (£'000):				
Year	This Year	Next Year	Year After	TOTAL
Grant (Education Capital Grant)	110			110
Total estimated costs and fees	110			110
Financial implications:				
<p>The capital works will be met from the Education Capital Grant for 2015/16. Any running costs associated with the living space will be met from existing revenue budgets. This investment will reduce the ongoing placement costs associated with the individual and help reduce future placement costs which can be extremely expensive on a budget that is already under pressure.</p>				

New Capital Project Approval Request				
Unit:	Seafront			
Project title:	Saving Volk's Railway - HLF project			
Total Project Cost (All Years):	£1,885,000			
Purpose, benefits and risks:				
<p>The project is driven by the need for a step change towards a sustainable future for the Volk's Electric Railway. Volk's is a unique heritage asset that requires preservation and enhancement if it is to continue to provide benefits to visitors, the local community, schools, volunteers and researchers, and for future generations. The project addresses the following needs & opportunities:</p> <ul style="list-style-type: none"> • The poor condition of 3 train carriages. Conservation and reinstatement of these carriages will not only preserve the heritage of the railway, but enable the use of two carriages for each departure, increasing capacity by 33% and making a significant difference to the financial resilience of the railway. In addition, the re-introduced carriages reduce the business continuity risk posed by over-reliance on just a few working but ageing carriages. • The poor condition of the current railway shed. A new fit-for-purpose Conservation Workshop and Store will provide weather-proof storage for the carriages, and enlarged and appropriate workshop space for staff and additional volunteers to maintain them. The new building will also feature a public gallery overlooking the restoration lines, open year round, with displays and interactives telling the story of Magnus Volk and his pioneering railway, and the key role that staff and volunteers play in maintaining it. • The poor condition of the principal Aquarium station. The current station building is cramped and inaccessible, with nowhere for passengers to wait, no interpretation to set the context for their journey, and no cafe, toilets or activity space to improve the visitor experience and generate income. <p>A comprehensive risk analysis for both the delivery stage and after project completion has been compiled. However, the main risk facing the council is if this project does not proceed. The current condition of the rolling stock and the railway buildings is such that if the works detailed above are not undertaken then the railway will no longer be safe to operate, will lose income opportunities, and ultimately may have to close.</p>				
Capital expenditure profile (£'000):				
Year	This Year	Next Year	Year After	TOTAL
Grant (Heritage Lottery Funding)	100.0	1,287.0	260.0	1,647.0
Unsupported Borrowing	0.0	238.0	0.0	238.0
Total estimated costs and fees	100.0	1,525.0	260.0	1,885.0
Financial implications:				

The Heritage Lottery funding of £1.647m has been confirmed in writing. Reporting and monitoring arrangements are in place to meet the relevant grant conditions. The unsupported borrowing of £0.238m was approved in TBM month 5 last year and will be used to support the capital scheme. The financing costs will be paid back from increased revenue from ticket sales. Ongoing revenue costs to support the enhanced asset will be met from within existing budgets.

Subject:	Council Tax Reduction Review		
Date of Meeting:	3 December 2015 - Policy and Resources Committee 17 December 2015 - Council		
Report of:	Interim Executive Director of Finance and Resources		
Contact Officer:	Name:	John Francis	Tel: 29-1913
	Email:	John.Francis@Brighton-Hove.gcsx.gov.uk	
Ward(s) affected:	All		

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

- 1.1 The council introduced a local Council Tax Reduction (CTR) scheme from 1st April 2013 as a result of national changes localising the previous Council Tax Benefit (CTB) system. Under legislation the local Council Tax Reduction Scheme must be reviewed each year. The purpose of this report is to set out that review and the resulting recommendations.
- 1.2 When CTR was introduced the funding for the scheme was reduced by 10% when compared with the costs of the previous CTB scheme. The funding has continued to reduce year on year and the gap between the cost of the current scheme and the estimated funding available for 2016/17 is forecast to be a £3.6million shortfall.
- 1.3 The council has a choice to manage this by either, reducing the cost of CTR through increasing the minimum amount CTR recipients are expected to pay and other measures; reduce funding for other general fund services; or, increasing council tax.
- 1.4 In the current financial year the council is absorbing approximately £1.529million of the scheme costs within its General Fund budget and people of working age in receipt of CTR receive up to 85% discount on their Council Tax..
- 1.5 CTR for people of pensionable age is set according to national rules which means there is no minimum contribution to be made. Councils are given no power to alter the way the scheme works for pensioners, despite the fact that funding is being reduced for this group too.

2. RECOMMENDATIONS:

That the Committee:

- 2.1 Notes that the Council undertook formal consultation as a part of this review and that as part of the formal consultation a draft scheme was published and people were invited to give their views on that scheme.
- 2.2 Notes the outcome of that consultation (appendix 1) which has been summarised in section 5.4.
- 2.3 Notes that an Equalities Impact Assessment (EIA) (appendix 2) has been undertaken on the proposed changes in the draft scheme and the recommendations set out in 2.9.2 – 2.9.4 in this report. The committee should further note that, to meet their Public Sector Equality Duty, members must give conscientious consideration to the findings of this assessment when making a decision on the recommendations in 2.9.1 – 2.9.4. The actions which will be undertaken as a result of this EIA are set out in section 7.4.
- 2.4 Notes that the Chief Finance Officer (s151) will, prior to 1st April 2016, exercise delegated powers to increase the appropriate calculative elements of the scheme to give effect to national changes.

That the Committee recommends to Council that:

- 2.5 It notes that the Council undertook formal consultation as a part of this review and that as part of the formal consultation a draft scheme was published and people were invited to give their views on that scheme.
- 2.6 It notes the outcome of that consultation (appendix 1) which has been summarised in section 5.4.
- 2.7 It notes that an Equalities Impact Assessment (EIA) (appendix 2) has been undertaken on the proposed changes in the draft scheme and the recommendations in this report. It should further note that, to meet their Public Sector Equality Duty, members must give conscientious consideration to the findings of this assessment when making a decision on the recommendations in 2.9.1 – 2.9.4. The actions which will be undertaken as a result of this EIA are set out in section 7.4.
- 2.8 It notes that the Chief Finance Officer (s151) will, prior to 1st April 2016, exercise delegated powers to increase the appropriate calculative elements of the scheme to give effect to national changes.

Proposed scheme from 1st April 2016

- 2.8.1 The changes set out in 2.9.2 and 2.9.3 are made to the Council Tax Reduction Scheme (Persons who are not Pensioners)(Brighton & Hove City Council) 2013 to take effect from 1st April 2016.

- 2.8.2 That people on CTR will receive up to an 80% discount on their Council Tax meaning the minimum contribution people of working age pay towards their Council Tax be changed from 15% to 20%.
- 2.8.3 For customers entitled to CTR on 31st March 2016 transitional protection be provided until either the claim ends; the customer moves property; or 31st March 2017 (which ever occurs first) to minimise the increase paid by any household to £1.65 per week inclusive of the separately agreed Council Tax rise as a result of the change set out in 2.9.2 only.
- 2.8.4 The discretionary fund used to support the CTR scheme be set at a minimum of £0.1m and maintained at the 2015/16 level of £0.15m through the use of up to £0.05m from the Welfare Reform reserve.

3. CONTEXT/ BACKGROUND INFORMATION

- 3.1 The current CTR scheme for working age people contains the following measures which are different from CTB. Working age people on CTR receive up to an 85% discount of their Council Tax; the maximum amount of capital a person may hold is £6,000 (reduced from £16,000); an element of the scheme called second adult rebate has been ended; the amounts adult children who live in their parents home are expected to contribute has been increased; and the amount of earnings which are ignored when a person works has been increased for single people, disabled people and carers.
- 3.2 The calculative elements of the scheme are updated each year in line with national amounts under the delegated powers of the Executive Director of Finance and Resources.
- 3.3 To support people who are in receipt of CTR; the Revenues and Benefits team has formed a debt prevention team to help people pay their council tax before they fall into arrears; a discretionary fund has been established to support people in exceptional circumstances; and, budgeting and financial advice has been provided initially through a dedicated contract and subsequently through the financial inclusion commission.
- 3.4 For each year, the council must consider whether to revise its scheme or to replace it with another scheme. Any revision the council makes to its scheme must be made no later than 31st January in the financial year preceding that in which the revision is due to take place.

Funding

- 3.5 Since April 2014, funding for the scheme has been incorporated into the Revenue Support Grant and the Business Rates baseline. Accordingly the funding available for CTR is proportional to those incomes. The Revenue Support Grant income is forecast to significantly reduce over the next four years which means the funding for CTR is reducing in turn.

- 3.6 The current forecast estimates that the shortfall between the current CTR scheme and the funding available in 2016/17 is £3.6m, an increase of £2.1m when compared with the estimated shortfall in 2015/16.
- 3.7 This means that unless the council increased the minimum contribution to a rate of approximately 35% the amount of subsidy it pays next year will increase. The minimum contribution rate would have to be 47% if the council were not to subsidise the scheme at all. In practical terms any subsidy paid to the scheme by the council is made up in part by Council Tax and Business rate payers.
- 3.8 The council collects Council Tax on behalf of the East Sussex Fire Authority and the Police and Crime Commissioner for Sussex; any decisions the council makes relating to the CTR scheme affects the council tax base and in turn the resources these precepting authorities can generate.
- 3.9 There are a number of other elements which could impact on the cost of the scheme over the next year.
- 3.9.1 The changes announced to welfare benefits, and tax credits in particular, in the July 2015 budget were forecast to have increased the cost of the CTR scheme by £500,000 to £700,000. These plans have now been delayed and may be in part changed, and, as such the impact on the CTR scheme is not presently clear.
- 3.9.2 The caseload numbers have declined over the last two and a half years by approximately 5% a year. This has been dependent on a number of factors including improving economic conditions. It is not possible to accurately forecast whether these conditions will continue, or when a baseline of customers who are not able to benefit from improving economic conditions will form the majority of CTR recipients. However if this trend were to continue then it could reduce the cost of the scheme by up to £450,000 over the next year.
- 3.9.3 Increases in the minimum wage may reduce the cost of CTR although it is unclear by how much. There are 4,364 cases where a household's claim is based on their earnings. Of these 1,818 are self-employed so there will be no impact but 2,546 are employed. A portion of this group may see increased earnings which could in turn reduce the cost of the scheme.

Context

- 3.10 With few exceptions the Government does not prescribe how schemes should be set for working age people but protects people of pensionable age at equivalent levels of entitlement to that which they would have been entitled to under the old CTB scheme.
- 3.11 In April 2013 when CTR was introduced there was a total of 27,809 claimant households, 10,421 of whom were of pensionable age and 17,388 were of working age. As at October 2015 the total number of CTR claims was 23,804 with 8,920 claims from people of pensionable age and 14,884 for people of working age. The reduction in caseload reflects in part, the change in the minimum contribution level introduced in April 2015, broader economic conditions

and confirms the findings of the 2011 census that the demographic of the city is becoming younger.

- 3.12 The ultimate collection rate for people who had any entitlement to CTR in 2014/15 is likely to be between 85 to 90%. The overall ultimate collection rate for Council Tax in 2014/15 is expected to be 98.48%.
- 3.13 A breakdown of other local authorities 2015/16 schemes are included in appendix 3. Of other unitary authorities; 19 have a minimum contribution between 21% and 30%; 20 have a minimum contribution between 16% and 20%; 8 have a minimum contribution between 8.5% and 15%; 4 have no contribution; and, 5 have schemes which make reductions in other ways.
- 3.14 CTR has led to higher administrative burdens because of increased customer contacts due to the extra number of households it now collects Council Tax from. Dealing with these contacts has meant the business model of the revenues service has changed to include dealing with discretionary funds, greater extended repayment arrangements alongside the increase in customer contacts.
- 3.15 The change from CTB to CTR is one element of the government's welfare reform programme which relates specifically to Council Tax. However, issues of other welfare reforms, affordability (particularly related to housing), household income, the cost of living, the performance of the economy and local employment issues are all related. A further series of welfare reforms were announced in the summer 2015 budget.
- 3.16 In accordance with legislation the council published a draft scheme (appendix 4) for the purposes of consultation in September 2015. The consultation was open to anyone to respond to but all working age recipients of CTR were written to and invited to respond to the consultation on the draft scheme.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 There are a series of requirements prescribed by legislation which must be undertaken in order for a council to make changes to its CTR scheme. These requirements are:
- To consult any major precepting authority which has the power to issue a precept to it;
 - Publish a draft scheme in such a manner as it sees fit; and
 - Consult such other persons as it considers are likely to have an interest in the operation of the scheme.
- 4.2 Further to the forecast funding position and following initial consultation with major precepting authorities the council published a draft scheme in September and ran formal consultation until 20th October.
- 4.3 The key features of the draft scheme were:
- Changing the discount people on CTR can receive from up to 85% of Council Tax to up to 75% of Council Tax meaning the minimum contribution

working age people in receipt of CTR would have to pay changing from 15% to 25% of their liability;

- Minimising the maximum detriment any household faces as a result of the first change to £3.50 per week for a year or until a change of circumstances;
- Removing the Family Premium for new claims and new births from April 2016; and
- Increasing the period Extended Payments are made for from four weeks to six weeks.

(It should be noted that the first two items of the draft scheme have been changed in the formal recommendations in this report and that the last two items of the draft scheme do not form part of the formal recommendations in this report).

- 4.4 The consultation also contained a range of other options set out as alternatives to these proposals. The responses to consultation are set in 5.4.

5. COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 The council is currently running a cross-cutting programme to understand and plan for the impacts of wider welfare reform. The programme maintains ongoing links, and shares information with community and advice services and organisations. It also holds regular cross city meetings with a broader set of representatives, including private landlords.

- 5.2 As major precepting authorities, the East Sussex Fire Authority and the Office of the Police and Crime Commissioner were consulted prior to the draft scheme being published and as a part of the main consultation.

- 5.3 Formal consultation was undertaken between 2nd September and the 20th October. The consultation was open to anyone to respond to but all working age recipients of CTR were written to and invited to respond to the consultation on the draft scheme. The consultation was promoted through community and voluntary sector and advice agency networks; on social media; through the Homing In magazine for council tenants; through press releases; and, via front line staff who work with people who claim CTR.

- 5.4 A summary of findings from consultation is attached in appendix 1, the main finding from consultation to which there were 227 responses were:

- That the majority of people who commented on how the current scheme operates were critical of the scheme or set out issues that they felt it caused.
- A significant majority of people disagreed with the proposal to increase the minimum contribution from 15% to 25%.
- 34% of people agreed that no one should face an increase of more than £3.50 per week as a result of this change.

- A significant majority of people disagreed with the proposals to remove the family premium; to reduce the amounts that are disregarded from earnings before they are counted for CTR; and, to restrict the amounts of CTR to that of a family with two children. 30% of people agreed that CTR should be withdrawn at a higher rate when people start to earn.
- 56% of people agreed that Extended Payments should be paid for 6 weeks rather than 4 weeks; 35% of people agreed that the council should provide employment support information to CTR recipients; and, 43% agreed that the council should increase earnings disregards for people on CTR.

6. CONCLUSION

6.1 The recommendations in this report are formed on the basis of:

- Information from the operation of the scheme so far which shows that the amounts being charged to people on CTR are being collected in line with planning expectations and that the vast majority of customers are engaging with the council about their Council Tax issues.
- The vote of the House of Lords on 26th October which has meant the situation and timing regarding future tax credit changes and the impact on CTR is unclear.
- Feedback from consultation which suggested most people thought an increase to 25% at this time is too high.
- The overall financial position of the local authority which means that assuming a 2% increase in Council Tax per year that the council is facing a £68m budget gap over the following four years
- The estimated shortfall between the cost of the current scheme and the funding transferred to the council is expected to increase to £3.6m in 2016/17. The scheme as proposed will go some way to meet that reduction in funding but will still mean that the council increases its subsidy to the scheme by £1.6m. In practice this means the scheme is being supported by Council Tax and Business Rate payers in part in addition to the remaining shortfall being made up by CTR recipients themselves.
- The council will continue to ensure that CTR recipients are supported in a number of ways including pre-emptive support from the debt prevention team; the use of discretionary funds to help vulnerable people in difficult situations; and, the financial inclusion commission Moneyworks Brighton and Hove

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

7.1 The projected budget gap over the next 4 years is estimated to be £68m and this incorporates the reduction in funding for CTR and assumes the 2015/16 CTR scheme is maintained throughout the 4 year period. Therefore any changes to the scheme that generate additional resources to the council contribute to meeting the budget gap.

- 7.2 The proposed change to the discount people on CTR can receive from up to 85% of Council Tax to up to 80% of Council Tax is estimated to generate £0.540m additional resources for the council, £0.058m for the Police and Crime Commissioner for Sussex, and £0.034m for the East Sussex Fire Authority.
- 7.3 These changes mean the forecast subsidy the council will pay towards the CTR scheme in 2016/17 will increase to £3.060m from £1.529m in 2015/16.
- 7.4 The estimated cost of the CTR scheme is reflected in the council tax base. The Council Tax base report to Policy and Resources Committee on the 21st January 2016 will incorporate the approved 2016/17 scheme and estimates for changes that are outside the councils direct control as outlined in paragraph 3.9 of this report.
- 7.5 The discretionary fund will be maintained at a minimum of £0.1m supplemented by one off resources set aside within the Welfare Reform reserve of upto £0.05m. This will release £0.05m to support the 2016/17 budget.

Finance Officer Consulted: Name James Hengeveld Date: 10/11/15

Legal Implications:

- 7.6 The consultation undertaken on revisions to the Council Tax Reduction Scheme followed the statutory requirements of paragraphs 3 and 5 of Schedule 1A to the Local Government Finance Act 1992). These requirements are set out in paragraph 4.1 of the report.
- 7.7 Any revision to the Scheme, for implementation in 2015/16, must be made by 31 January 2016.
- 7.8 By section 67 (2) (aa) of the 1992 Act, approval of the revised Scheme is reserved to full Council. It is appropriate for the draft Scheme to be considered first by the Policy & Resources Committee, given its remit in relation to Council Tax corporate budgetary matters, and to refer its recommendations on the revised Scheme to full Council.
- 7.9 Under section 149 of the Equality Act 2010 a public authority such as the council must in the exercise of its functions have due regard to the need to eliminate discrimination, harassment, victimisation; advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and foster good relations between persons who share a relevant protected characteristic and persons who do not share it. This duty is known as the Public Sector Equality Duty (PSED). The EIA is attached to the report as Appendix 2 for Members' consideration. In a recent High Court case, R on the application of Logan v London Borough of Havering, the High Court found that there had been a failure by the full council to have due regard to the PSED because not every member of the council had been provided with a report and accompanying equality impact assessment looking at the possible adverse impact of the changes.

Lawyer Consulted: Name Liz Woodley Date: 10/11/15

Equalities Implications:

7.10 An EIA was undertaken on the changes in the policy proposed in the draft scheme and the recommendations in this report. A copy of this assessment is included in appendix 2

7.11 The findings from the EIA mean the council will:

- Provide clear information to people in receipt of CTR about the scheme and any changes to the scheme.
- Ensure clear information about the scheme and the changes are provided to community groups, advice agencies and any other organisations that support people with protected characteristics on CTR.
- Continue to provide a discretionary fund and to refresh training within the revenues and benefits service about the use of this fund and to promote it to advice and support agencies
- To continue to ensure that provision for advice is available in the City through the Moneyworks – Brighton and Hove, financial inclusion commission.

Sustainability Implications:

7.12 There are no sustainability implications relating to this issues

Any Other Significant Implications:

7.13 No other significant implications have been identified relating to this issue

SUPPORTING DOCUMENTATION

Appendices:

1. Consultation summary
2. Equalities Impact Assessment
3. Other Authorities Schemes
4. 2016/17 draft scheme

Council Tax Reduction Consultation 2016/17 summary

Have you or someone in your household received Council Tax Reduction in the last two years?

		Frequency	Percent	Valid Percent
Valid	Yes	128	56.4	58.4
	No	91	40.1	41.6
	Total	219	96.5	100.0
Missing	No response	5	2.2	
	Don't know / not sure	3	1.3	
	Total	8	3.5	
Total		227	100.0	

Do you support or work with someone/people who claim Council Tax Reduction?

		Frequency	Percent	Valid Percent
Valid	Yes	35	15.4	18.2
	No	157	69.2	81.8
	Total	192	84.6	100.0
Missing	No response	16	7.0	
	Don't know / not sure	19	8.4	
	Total	35	15.4	
Total		227	100.0	

Feedback on the current scheme

Q1. Please tell us if you have any feedback on the current scheme, how it has been operating, and what it has meant for people in the city.

Three quarters of respondents made comments (173 respondents, 76%)

1. Of the replies to this question 125 comments set out general problems that people had with the scheme and issues that they felt it caused.
 - 1.1. 106 replies included views, that; people on benefits and vulnerable people should be exempt from paying Council Tax; that it was unclear where people would find the money to pay, may face debt and may have to cut back on food and fuel or face and use foodbanks; that it's unfair; that other benefits are worked out assuming CT would be paid and had gone down or had been frozen; that the changes could lead to stress and depression; that high rents in the City exacerbate the issue; that the proposed increase is too high; that it should be referred to the fairness commission; that travel is a struggle; that people may resort to crime; that it could cause a revolution; that services don't improve as payments go up; that direct debits are hard to manage; that recovery is ruthless; and, that a person had to get the money to pay their CT as a birthday present from their family.
 - 1.2. 13 comments focussed on the impact on disabled people including the impact of the reduction in capital limits; that people with carers and adaptations to their property should not pay; and, that the scheme does not discriminate between people who can work and those who cannot
 - 1.3. 6 comments focussed specifically on the impact on families with children including the reduction in capital limits; the impact of school related expenses; and, problems with providing food.
2. Of the replies to the question 43 comments were about the amounts people had to pay or alternatives to the current CTR scheme
 - 2.1. 26 comments suggested that Council Tax should be changed so better off people paid more and that poor people pay less than at present
 - 2.2. 9 people said that the 15% minimum contribution was too high, or that it should be 8.5% or that there should be no further increase

- 2.3. 5 comments said the scheme would create costs for other services or increase the cost of collection
- 2.4. 3 comments referred to broader economic issues, that; support for ordinary people in a recession stimulates growth; that taking tax from people who rely on income derived from tax does not make sense; and, that the scheme created a false economy
- 3. 27 comments were from people who thought the current scheme was fair; that they agree with how the discretionary scheme works; that the principle everyone pays is good; that the reduction in capital limits is fair; that 15% was affordable (with concern expressed should it increase); and that a recipient likes to contribute.
- 4. 18 comments set out alternatives to how the scheme currently operates.
 - 4.1. 7 comments suggested specific changes including; looking at everyone’s background; bringing capital limit down to £3,000 or £5,000; that there should be no transitional protection; that extended payments should not be 6 weeks; that pensioners should not be exempt and that different age ranges should receive different amounts; and, that CTR should become a loan which is paid back once someone goes back to work.
 - 4.2. 7 comments suggested other ways of saving or raising money including; using parking revenue; reducing the CEOs salary; cutting councillors allowances and support staff; not paying for travellers; selling shops and cafes owned by the council; ending large expensive services like Hove library; don’t pay the EU; increase corporation tax; charge students; and, charge landlords;
 - 4.3. 4 people suggested the council should fight back against the government
 - 4.4. 1 person suggested DHP information should be given to everyone.
- 5. Other comments included 2 which were critical of the administration, 2 who said they did not understand it; and, 2 that said CT was too high for everyone.

A. Proposal to increase minimum contribution to 25%

Q2a. How much do you agree or disagree with the proposal to set the minimum contribution at 25%?

		Frequency	Percent	Valid Percent
Valid	Definitely agree	15	6.6	6.9
	Tend to agree	14	6.2	6.4
	Tend to disagree	22	9.7	10.1
	Definitely disagree	167	73.6	76.6
	Total	218	96.0	100.0
Missing	No response	8	3.5	

Don't know / not sure	1	.4
Total	9	4.0
Total	227	100.0

If tend to disagree or definitely disagree > Q2b

Q2b. What do you think should be the minimum contribution that someone in receipt Council Tax Reduction (CTR) should make?

	Frequency	Percent	Valid Percent
Valid 0% - no minimum contribution	107	47.1	60.8
15%	43	18.9	24.4
20%	9	4.0	5.1
Other	17	7.5	9.7
Total	176	77.5	100.0
Missing No response	13	5.7	
No response expected	38	16.7	
Total	51	22.5	
Total	227	100.0	

Other' minimum contribution

5%	2
5-10%	1
5% maximum if disabled	1
6%	1
8.5% i e no change	1
40%	1
If totally disabled with no other income except benefits the amount should be 0%	1
means tested	1
more circumstances should be taken into consideration	1
Per person not per household	1
Don't Know	2
No response	4

Note: Regardless of the response to question 2a, nearly a half of all respondents (107 people, 47%) thought that there should be no minimum contribution and nearly three quarters (164 people, 72%) thought the contribution should be lower than the proposed 25%.

Q3. Is there anything we haven't considered or any further comments you'd like to make about the minimum contribution and the council's proposal to set it at 25%.

Those who responded 'definitely agree' or 'tend to agree' to Proposal A (13 respondents out of 29 made comments)

6. Of the people who agreed with this proposal 6 commented that the scheme was fair and reasonable (with one adding so long as the discretionary scheme existed); 2 comments said 25% was too low; 2 suggested the changes should be implemented more gradually; 2 suggested that the scheme should take account of different circumstances and be means tested; and, 1 suggested that the council should work to stabilise rents in the City.

Q3. Is there anything we haven't considered or any further comments you'd like to make about the minimum contribution and the council's proposal to set it at 25%.

Those who responded 'definitely disagree' or 'tend to disagree' to Proposal A (153 respondents out of 189 made comments)

7. Of the comments made in this section 134 set out concerns with the proposal to increase the minimum contribution to 25%

- 7.1. 79 comments concerned general problems with the proposal, these included; Where will people get the money to pay?; that people on benefits should not have to pay; that people are struggling and this will lead to strain and costs and problems with heating, food and rent; that benefits are supposed to be set at minimum levels; that the change is unfair/disgusting; that it will add to poverty; that it could cause negative mental health issues, suicide; that other benefits have been reduced or frozen; that people already find 15% high and this is too much of a jump; that people will rely on pay day loans and food banks and that discretionary funds (the Local Discretionary Social Fund) will not cope; that it's stupid; that hard working people will be hit; that people may become criminalised; that cuts to other services make it worse; that the council should look after the vulnerable; that 25% is too high; that it affects the poorest and most vulnerable; that it's a breach of human rights; that this isn't central governments idea; that no other bill has tripled in three years;

that a person earning £114 pw cannot afford it; that other council costs are rising; and that if people are too poor they will not be able support the wider economy.

- 7.2. 24 comments concerned equalities issues and how the proposal aligned with council priorities around reducing inequality; the fairness commission and the council's anti-poverty strategy.
 - 7.3. 21 comments concerned the impacts on disabled people including that; disabled people should not pay; that it's difficult for carers; that disabled people are unable to find work as an alternative; that other welfare reforms are also having an impact; and, that every extra penny spent on Council Tax is a penny less spent on care.
 - 7.4. 5 comment concerned the impact the changes could have on families and children
 - 7.5. 5 comments suggested that the changes could have consequences including homelessness and impacts on the health service.
-
8. 71 comments suggested alternatives ways of raising money or reducing costs so reductions from CTR would not be needed.
 - 8.1. 45 comments suggested increasing Council Tax for better off people, including; a general increase (and an increase in subsidies for CTR); re-evaluation of bandings; raising CT for properties over £750,000
 - 8.2. 41 comments suggested other ways the council could reduce costs or raise money; these included; increasing council efficiency; borrowing money or using reserves; use and keep better track of parking payments (£3.3million); reduce councillor expenses/pensions; avoid large payoffs and remove the gravy train; staff libraries with volunteers; cap council salaries at £70,000; charge two people living in a flat 75% Council Tax each; stop money going to the EU; charge students; that the council shouldn't have funded the i360; not to spend money on travellers; close tax loop holes; means test pensioners; charge landlords; stop non-necessary projects
 - 8.3. 8 comments said the council should challenge the government
 - 8.4. 5 people said they would be willing to pay more CT or pay a voluntary contribution, or to volunteer time to reduce costs and suggested others might too.
 - 8.5. 5 people suggested the rate should be set at 15%
 - 8.6. 4 people suggested the rate should be set at 20%
 - 8.7. 2 people looked at Brighton and Hove in a regional context, one suggestion was that it should be treated the same as London, for example it should be subject to the £20,000 benefit cap, not the £23,000 benefit cap. The other comment said the city should try to become regionally autonomous like the Northern Powerhouse.
 - 8.8. 1 person suggested the scheme rate should be increase to 40% but the discretionary scheme increased
 - 8.9. 1 person said that making changes is not a necessity and that there were choices.
 9. 16 comments made practical suggestions about how the scheme works, including; that where people live should be taken into account; that money should be taken straight from other benefits; that it should be taken over 12 months not 10; that blanket increases are not fair and

that people in different circumstances should pay different amounts; that CTR should be a loan; why not go to 48% now?; that the council should expect lower collection rates and higher costs; that services must be maintained and that if people are too poor they cannot support the wider economy

B. Proposal to limit the increase any household will see as a result of the increases in B to £3.50

Q4. Do you agree or disagree with the proposal to limit the increase in Council Tax current CTR claimants have to pay to £3.50 per week as a result of the changes in Proposal A?

		Frequency	Percent	Valid Percent
Valid	Definitely agree	39	17.2	20.6
	Tend to agree	37	16.3	19.6
	Tend to disagree	13	5.7	6.9
	Definitely disagree	100	44.1	52.9
	Total	189	83.3	100.0
Missing	No response	9	4.0	
	Don't know / not sure	29	12.8	
	Total	38	16.7	
Total		227	100.0	

Q5. Is there anything we haven't considered or any further comments you'd like to make about the proposal to limit the Council Tax increase as a result of the changes set out in Proposal A to £3.50 per week for current claimants?

Those who responded 'definitely agree' or 'tend to agree' to Proposal B (31 respondents out of 76 made comments)

- Of the people who agreed with this proposal 13 comments suggested the changes will create further hardship for people on low income or benefits; 9 people said CTR should be based on a persons income; 4 people said the rate should be frozen at 25%; 3 people said it reasonable or affordable; 2 people said disabled people should be exempt; 2 people said it should only increase if benefits do as well; 2 said larger families would not be able to afford the increase; 1 person said the council expenses should be managed better; 1 person said better off households

should pay for poorer ones; 1 person said everyone should have a family size they can afford; 1 person said council tax and rent should be increased for 2 years; 1 person said it was unfair to people with mental health issues and 1 person was critical of the administration.

Those who responded 'definitely disagree' or 'tend to disagree' to Proposal B (70 respondents out of 113 made comments)

11. 46 comments set out concerns with the proposals

11.1. 33 comments concerned general criticisms including; that no increase in contribution to CTR should be made; that it is unaffordable to people on benefits and they need that money to eat, £3.50 is a meal and is a high percentage of income; that this measure could push vulnerable people over the edge; that the council should show compassion; that it should not be higher than £3.50; being British means believing in fairness; that it's too high; that it should reflect the 2% increase others pay; that cuts for in work benefits and high numbers of migrants make it difficult for single people

11.2. 6 comments were concerned about the impacts on families and young people

11.3. 6 comments were concerned about the impacts on disabled people and carers

12. 14 respondents suggested alternatives including; setting the maximum increase at £2.80 or £3; increasing benefits; that the rate should be based on peoples earnings; that the council should find another way or money from elsewhere; that Council Tax should be increased (with a decreased CTR contribution); that Council Tax should be scrapped and replaced with a land value tax; a new tax should be introduced for houses worth over £1million; use the money from parking charges; increase business rates; and, that people should have a family size they can afford to support (with discretionary fund used in cases of exceptional hardship)

13. 3 comments suggested collection costs would increase

14. 2 comments agreed that the amount was affordable; that it was less than a packet of cigarettes and that whilst the increase in contribution was good that the design was unfair.

Those who responded 'don't know / not sure or did not respond' to Proposal B (18 respondents out of 38 made comments)

15. 11 comments concerned general criticisms including; that people on a low income should make no contribution at all; that the proposal contradicts the council's anti-poverty strategy; that it isn't realistic; that any limit to £3.50 is academic; that a person felt suicidal with all their expenses.

16. 5 people suggested alternatives including; limiting the amount to £10 per month; increasing business rates; giving free bus travel; that the rich should pay for the poor; and, that people should pay less contribution not more

17. 2 comments were in agreement with the proposal; 1 said it is not a lot, I will try and pay it; 1 said £3.50 should be the maximum increase.

C. Proposal to remove the Family Premium

Q6. Do you agree or disagree with the proposal to remove the family premium?

		Frequency	Percent	Valid Percent
Valid	Definitely agree	21	9.3	12.0
	Tend to agree	16	7.0	9.1
	Tend to disagree	18	7.9	10.3
	Definitely disagree	120	52.9	68.6
	Total	175	77.1	100.0
Missing	No response	14	6.2	
	Don't know / not sure	38	16.7	
	Total	52	22.9	
Total		227	100.0	

Q7. Which of the other national changes which could prevent council cost associated to Council Tax Reduction scheme (CTR) increasing do you think the council should adopt	Yes	As a percentage of all respondents
Reduce the amount of money from earnings which is disregarded before it is counted for CTR	34	15
Limit benefit payments to the amounts for a family with two children	38	17
Increase the rate at which CTR is withdrawn as people start to earn more	67	30

Q8. Is there anything we haven't considered or any further comments you'd like to make about reducing the impact of national changes on the CTR scheme in Brighton & Hove and the proposal to remove the family premium? (84 respondents out of a total of 227 made comments)

18. 70 comments set out concerns with the proposal including; the cumulative impact of welfare reforms on people; negative impact on the health and well being of people and increased take up of foodbanks; the impact on helping people back to work; that CTR should not be reduced; that is discriminates against poor parents and children; that the council is not supporting its citizens; that it will increase child poverty; that the proposals only consider cost; and, that taxes shouldn't be increased for the poor.

19. 32 comments suggested alternatives to the proposal including; increasing Council Tax (or increase Council Tax bands in line with property prices); better off citizens should pay more; charge landlords more; charge people with second homes more; Remove single person discounts for better off households; increase business rates; challenge the government; stop paying for the i360; stop paying for council pensions; cut managers in the council; stop spending on cycle lanes; non-dependents who earn should pay more; CTR should be reduced; and, stop paying for immigrants.
20. 8 other comments were made including criticism of the administration; arguing that changes to other schemes are not a good reason to make changes to CTR; that the council should mirror other changes; move extra funding to discretionary funds allows council to 'blow its own trumpet'; if families earn more they should get less CTR; It's peoples own responsibility to pay for their children; and, that it's fair that people act responsibly as many hardworking people are struggling with bills.

Q9. Do you agree or disagree with the proposal to increase extended payments from four to six weeks?

		Frequency	Percent	Valid Percent
Valid	Definitely agree	90	39.6	53.3
	Tend to agree	37	16.3	21.9
	Tend to disagree	16	7.0	9.5
	Definitely disagree	26	11.5	15.4
	Total	169	74.4	100.0
Missing	No response	28	12.3	
	Don't know / not sure	30	13.2	
	Total	58	25.6	
Total		227	100.0	

Do you think that the council should introduce either of the schemes, described above, to help incentivise people into work who are currently in receipt of CTR?	Yes	As a percentage of all respondents
Increase the amount people can earn before it is counted for CTR by £5 per week	97	42.7
Provide advice and guidance about employment and moving into work to recipients of CTR	80	35.2

Q11. Is there anything we haven't considered or any further comments you'd like to make about incentivising work? (80 respondents out of 227 made comments)

21. 54 comments set out concerns with proposal

- 21.1. 24 comments concerned employment and the council's role in helping people with employment including; that it is the job of the Job Centre to help people to work, not the council; that people shouldn't be pushed into work; that there are no jobs out there; that zero hour contracts should be banned; that fair wages should be paid so that people don't require benefits; that rents should be capped and that service charges in ex-council properties are too high; and that people do not require an incentive to work.
- 21.2. 16 comments concerned the overall proposed changes to the scheme and concerns that it will create hardship for the people affected.
- 21.3. 9 comments concerned the impact on disabled people; that the disregard should be £100 per week for disabled people once Universal Credit starts; and, that the council must accept that some people will never work.
- 21.4. 5 people commented that four weeks is long enough for extended payments and extending it by 2 weeks will not create an incentive to work.
- 21.5. 2 people said they were better off being unemployed than working.

22. 18 comments set out alternatives including; suggestions that Council Tax should be increased so better off people pay more and poor people less; that rents should be capped; that Council Tax should be collected over 12 months not 10; that the money should be spent on advice services instead; that Extended Payments should be a loan; and, that the council should lobby the government about these changes.

23. 6 people agreed with incentivising employment and a further 6 people made comments suggesting alternatives about what could be done to incentivise employment. These include; creating new jobs; creating training for CTR claimants; supporting CTR claimants into employment carefully; increasing the minimum wage; support for longer after employment; ensuring penalties are not used; pay the equivalent of one month's salary when employment starts; increase disregarded earnings; stopping people's benefits if they refuse to work.

Equalities

The standard equalities questions were asked with the consultation but the replies to this area of the questionnaire were too low to draw any statistically significant conclusions.

Equality Impact Assessment Template¹ (2013) – (you must complete all four sections of the template)

Public sector bodies need to be able to evidence² that they have given due regard to the impact and potential impact on all people with ‘protected characteristics’³ in shaping policy, in delivering services, and in relation to their own employees.

The following principles, drawn from case law, explain what is essential in order for the Public Sector Equality Duty to be fulfilled. Public bodies should ensure:

- **Knowledge** – everyone who works for the council must be aware of our Equality Duties and apply them appropriately in their work.
- **Timeliness** – you must comply with the Duty at the time of considering policy options and/or before a final decision is taken. You cannot meet the Duty by justifying a decision after it has been taken.
- **Real consideration** – you must consider the aims of the Equality Duty as an integral part of your decision-making process. The Duty is not about box-ticking; it must be done properly, with rigour and with an open mind so that it influences your final decision.
- **Sufficient information** – you must consider what information you have and what further information is needed to give proper consideration to the Equality Duty.
- **No delegation** – the council is responsible for ensuring that any contracted services which provide services on our behalf can comply with the Duty, are required in contracts to comply with it, and do comply in practice. It is a duty that cannot be delegated.
- **Review** – we must have regard to the aims of the Duty not only when a policy is developed and decided upon, but also when it is implemented and reviewed. The Equality Duty is a continuing duty.

¹ Information taken from Equality Act 2010: Public Sector Equality Duty What Do I Need To Know? A Quick Start Guide For Public Sector Organisations – Government Equalities Office May 2011

² To councillors, senior managers, service-users, the public and community and voluntary sector groups

³ ‘Protected characteristics’ are: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. (Also marriage and civil partnership, but only in relation to eliminating discrimination.)

- **Proper Record Keeping** – we must keep records of the process of considering the Equality Duty and the impacts on protected groups. This encourages transparency and the proper completion of Equality Duties. If we don't keep records then it may be more difficult for us to evidence that we have fulfilled our equality duties.

For more guidance see the guidance [[weblink](#)] or contact the Communities and Equality Team – x 2301. EIA workshops and support are available through Directorate Equality Groups from the Communities and Equality Team.

EIAs are about making services better for everyone and value for money: getting services right first time.

1. Equality Impact Assessment (EIA) Template

Title of EIA (should clearly explain what you are assessing)	Council Tax Reduction scheme 2016/17	ID No.	
Team/Department	Welfare Reform – Finance and Resources		
Focus of EIA	<p>The focus of this EIA is the impact of what the proposed changes to the CTR scheme from April 2016 would mean for recipients of Council Tax Reduction.</p> <p>The government is continuing to reduce the funding available to council's to pay for people on a low income get help with their council tax.</p> <p>A proposed draft scheme for Council Tax Reduction (CTR) was published in September 2015 and consulted upon. Following this and taking account of the replies to consultation the report of which this EIA is an appendix contains a smaller number of formal recommendations for changes to the scheme. These changes only affect working age people. Pensioners are assessed under national rules and are out of scope for this assessment.</p> <p>The changes would effect all people of working age who claim CTR in 2016/17 if the proposals are approved</p> <p>The recommendations would mean most working age people in receipt of CTR would have to pay more council tax next year. They will still pay less though than if the full cost of the budget reductions had been passed on fully to this group.</p> <p>The draft proposals were to:</p> <ul style="list-style-type: none"> • Change the discount people on CTR can receive from up to 85% of Council Tax to up to 75% of Council Tax meaning the minimum amount people on CTR have to pay changing from 15% to 25%; For a person on Job Seekers Allowance in a band A property this would mean a person currently pays £2.26 per week and they would have to pay £3.76 per week. For current claimants any increase in the amount to pay will be limited to £3.50 per week 		

- To remove the Family Premium for new claims and changes of circumstances, this would mean that households affected would have to pay £3.49 a week more Council Tax than they do now.
- Extended Payments will be increased from 4 weeks to 6 weeks; this means people who have been on benefits like Job Seekers Allowance or Income Support for more than six months will continue to have CTR paid for 6 weeks if they start work.

Following consultation the formal recommendations in the report are to:

- Change the discount people on CTR can receive from up to 85% of Council Tax to up to 80% of Council Tax meaning the minimum amount people on CTR have to pay changing from 15% to 20%; For a person on Job Seekers Allowance in a band A property this would mean a person currently pays £2.26 per week and they would have to pay £3.01 per week. For current claimants any increase in the amount to pay will be limited to £1.65 per week

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 Moneyworks which is an organisation funded by Brighton and Hove Council put in place 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.

Consider:

- How to avoid, reduce or minimise negative impact (if you identify unlawful discrimination, including victimisation and harassment, you must stop the action and take advice immediately).
- How to promote equality of opportunity. This means the need to:
 - Remove or minimise disadvantages suffered by equality groups
 - Take steps to meet the needs of equality groups
 - Encourage equality groups to participate in public life or any other activity where participation is disproportionately low
 - Consider if there is a need to treat disabled people differently, including more favourable treatment where necessary
- How to foster good relations between people who share a protected characteristic and those who do not. This means:
 - Tackle prejudice
 - Promote understanding

	Summary of data¹ about your service-users and/or staff	Summary of service-user and/or staff feedback²	Impacts identified from data and feedback (actual and potential)³	All potential actions to: <ul style="list-style-type: none"> • advance equality of opportunity, • eliminate discrimination, and • foster good relations (You will prioritise these below in section 2)										
Age (people of all ages)	The following breaks down the age of the primary claimant (not partner) of working age CTR claims <table border="0" style="margin-left: 20px;"> <tr><td>[16-18]</td><td>16</td></tr> <tr><td>[19-21]</td><td>178</td></tr> <tr><td>[22-25]</td><td>691</td></tr> <tr><td>[25-34]</td><td>2702</td></tr> <tr><td>[35-44]</td><td>3918</td></tr> </table>	[16-18]	16	[19-21]	178	[22-25]	691	[25-34]	2702	[35-44]	3918	During the original CTR process in 2012 single people under the age of 25 were identified as being particularly sensitive to reductions in rates of support because of the generally lower amounts of all benefits they receive compared with older people. Some of these reduced	All customers of working age will have to pay more council tax Single people under 25 face losing a higher % of their overall	To address the issue with people under 25 this will be considered when making decisions on the discretionary fund. Consultation has been undertaken with the community and voluntary
[16-18]	16													
[19-21]	178													
[22-25]	691													
[25-34]	2702													
[35-44]	3918													

¹ 'Data' may be monitoring, customer feedback, equalities monitoring, survey responses...

² Either ongoing links with community and voluntary groups, service-user groups, staff forums; or one-off engagement sessions you have run.

³ If data or engagement are missing and you can not define impacts then your action will be to take steps to collect the missing information.

	<p>[45-54] 4173 [55-64] 2749 The following breaks down the age range of partners of claimants</p> <table border="1"> <tr><td>[0-15]</td><td>1</td></tr> <tr><td>[16-18]</td><td>3</td></tr> <tr><td>[19-21]</td><td>26</td></tr> <tr><td>[22-25]</td><td>124</td></tr> <tr><td>[25-34]</td><td>662</td></tr> <tr><td>[35-44]</td><td>828</td></tr> <tr><td>[45-54]</td><td>654</td></tr> <tr><td>[55-64]</td><td>327</td></tr> </table> <p>Additionally 5748 case have a total of 10157 dependent children in the household up to 19 years of age.</p>	[0-15]	1	[16-18]	3	[19-21]	26	[22-25]	124	[25-34]	662	[35-44]	828	[45-54]	654	[55-64]	327	<p>amounts have since been extended to single people who are under 35.</p> <p>During the process of consultation held about CTR in 2015 some respondents suggested the scheme should be extended to pensioners to reduce the burden of working age people. CTR for pensioners is set according to national rules and the council cannot alter them.</p> <p>During the process of consultation held about CTR in 2015 some respondents expressed particular concern about the impact on families.</p>	<p>income because they receive less benefits overall than others.</p> <p>However, single people under 25 may be more mobile and may be in a position to adapt to Welfare Reforms by moving or change jobs more easily.</p>	<p>sector which will help to disseminate information about the possible changes</p> <p>Ensure the provision of clear communications about the change so people have time to prepare. This will include making information available according to need whether that is through 121 conversations or translations. This will include providing information to organisations which support people with protected characteristics.</p> <p>Continue to provide a discretionary fund which can be used to increase the amount of CTR anyone can get if they face exceptionally difficult circumstances.</p> <p>Review take up of the discretionary fund to make sure it is being taken up where there is a need.</p> <p>Raise awareness of the discretionary fund with Revenues and Benefit Teams and our internal and external stakeholders.</p> <p>Ensure there is availability of</p>
[0-15]	1																			
[16-18]	3																			
[19-21]	26																			
[22-25]	124																			
[25-34]	662																			
[35-44]	828																			
[45-54]	654																			
[55-64]	327																			

				<p>advice within the city so people can receive help dealing with benefits, payment of council tax, budgeting and moving towards work.</p> <p>Moneyworks is an organisation funded by Brighton and Hove Council set up 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>
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	Summary of data¹ about your service-users and/or staff	Summary of service-user and/or staff feedback¹	Impacts identified from data and feedback (actual and potential)¹	All potential actions to: <ul style="list-style-type: none"> • advance equality of opportunity, • eliminate discrimination, and • foster good relations
Disability (a person is disabled if they have a physical or mental impairment which has a substantial and long-term adverse effect on their ability to carry out normal day-to-day activities ¹)	There are 5660 CTR claims where a member of the household is in receipt of a benefit paid to disabled people (Disability Living Allowance; Personal Independence Payments; Severe Disablement Allowance)	In response to consultation some people expressed that they did not think it was fair any disabled people pay any of their council tax	All customers in this group will have to pay more council tax	<p>There are a number of provisions within the CTR scheme which recognise and account for the issues faced by disabled people in relation to their finances, These include the full disregard of some income types, for example Disability Living Allowance and Personal Independence payments; and, increases in applicable amounts through specific disability related elements such as the disability premium, the severe disability premium and the carers premium.</p> <p>Raise the profile of the increased earnings disregard for disabled people by talking directly with CVS agencies that work with disabled</p>

¹ The definition includes: sensory impairments, impairments with fluctuating or recurring effects, progressive, organ specific, developmental, learning difficulties, mental health conditions and mental illnesses, produced by injury to the body or brain. Persons with cancer, multiple sclerosis or HIV infection are all now deemed to be disabled persons from the point of diagnosis.

	Summary of data ¹ about your service-users and/or staff	Summary of service-user and/or staff feedback ¹	Impacts identified from data and feedback (actual and potential) ¹	All potential actions to: <ul style="list-style-type: none"> • advance equality of opportunity, • eliminate discrimination, and • foster good relations
				<p>people. Additionally to inform agencies who work helping people to get back to work.</p> <p>Consultation has been undertaken with the community and voluntary sector which will help to disseminate information about the possible changes</p> <p>Ensure the provision of clear communications about the change so people have time to prepare. This will include making information available according to need whether that is through 121 conversations or translations. This will include providing information to organisations which support people with protected characteristics.</p> <p>Continue to provide a discretionary fund which can be used to increase the amount of CTR anyone can get if they face exceptionally difficult circumstances. Review take up of</p>

	<p>Summary of data¹ about your service-users and/or staff</p>	<p>Summary of service-user and/or staff feedback¹</p>	<p>Impacts identified from data and feedback (actual and potential)¹</p>	<p>All potential actions to:</p> <ul style="list-style-type: none"> • advance equality of opportunity, • eliminate discrimination, and • foster good relations
				<p>the discretionary fund to make sure it is being taken up where there is a need.</p> <p>Raise awareness of the discretionary fund with Revenues and Benefit Teams and our internal and external stakeholders.</p> <p>Ensure there is availability of advice within the city so people can receive help dealing with benefits, payment of council tax, budgeting and moving towards work.</p> <p>Moneyworks is an organisation funded by Brighton and Hove Council set up 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>

	Summary of data ¹ about your service-users and/or staff	Summary of service-user and/or staff feedback ¹	Impacts identified from data and feedback (actual and potential) ¹	All potential actions to: <ul style="list-style-type: none"> • advance equality of opportunity, • eliminate discrimination, and • foster good relations
<p>Gender reassignment (a transsexual person is someone who proposes to, starts or has completed a process to change his or her gender. A person does <u>not</u> need to be under medical supervision to be protected)</p>	<p>This information is not available at a case level (although it is requested).</p>	<p>The Trans Scrutiny work undertaken by the council and partners identified that Trans people are more likely to be unemployed (because of discrimination) and therefore to be on low incomes</p> <p>No specific issues were raised about this group in consultation.</p>	<p>All customers in this group will have to pay more council tax</p>	<p>Consultation has been undertaken with the community and voluntary sector which will help to disseminate information about the possible changes</p> <p>Specific outreach work will be undertaken with specific community and voluntary sector organisations that support Trans people to ensure these issues are communicated clearly and that the availability of advice and discretionary funds are well known.</p> <p>Ensure the provision of clear communications about the change so people have time to prepare. This will include making information available according to need whether that is through 121 conversations or translations. This will include providing information to organisations which support people with protected characteristics.</p> <p>Continue to provide a discretionary</p>

	Summary of data ¹ about your service-users and/or staff	Summary of service-user and/or staff feedback ¹	Impacts identified from data and feedback (actual and potential) ¹	All potential actions to: <ul style="list-style-type: none"> • advance equality of opportunity, • eliminate discrimination, and • foster good relations
				<p>fund which can be used to increase the amount of CTR anyone can get if they face exceptionally difficult circumstances. Review take up of the discretionary fund to make sure it is being taken up where there is a need.</p> <p>Raise awareness of the discretionary fund with Revenues and Benefit Teams and our internal and external stakeholders.</p> <p>Ensure there is availability of advice within the city so people can receive help dealing with benefits, payment of council tax, budgeting and moving towards work.</p> <p>Moneyworks is an organisation funded by Brighton and Hove Council set up 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>

	Summary of data ¹ about your service-users and/or staff	Summary of service-user and/or staff feedback ¹	Impacts identified from data and feedback (actual and potential) ¹	All potential actions to: <ul style="list-style-type: none"> • advance equality of opportunity, • eliminate discrimination, and • foster good relations
<p>Pregnancy and maternity (protection is during pregnancy and any statutory maternity leave to which the woman is entitled)</p>	<p>There are currently 261 children under one years of age in households where CTR is claimed.</p>	<p>No specific issues identified or raised by community in informal consultation</p>	<p>All customers in this group will have to pay more council tax</p>	<p>Consultation has been undertaken with the community and voluntary sector which will help to disseminate information about the possible changes</p> <p>Ensure the provision of clear communications about the change so people have time to prepare. This will include making information available according to need whether that is through 121 conversations or translations. This will include providing information to organisations which support people with protected characteristics.</p>

	<p>Summary of data¹ about your service-users and/or staff</p>	<p>Summary of service-user and/or staff feedback¹</p>	<p>Impacts identified from data and feedback (actual and potential)¹</p>	<p>All potential actions to:</p> <ul style="list-style-type: none"> • advance equality of opportunity, • eliminate discrimination, and • foster good relations
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	Summary of data ¹ about your service-users and/or staff	Summary of service-user and/or staff feedback ¹	Impacts identified from data and feedback (actual and potential) ¹	All potential actions to: <ul style="list-style-type: none"> • advance equality of opportunity, • eliminate discrimination, and • foster good relations
				throughout the city.
Race (this includes ethnic or national origins, colour or nationality, and includes refugees and migrants; and Gypsies and Travellers)	<p>Arab 0.57%</p> <p>Asian or Asian British: Bangladeshi 1.05%</p> <p>Asian or Asian British: Indian 0.42%</p> <p>Asian or Asian British: Pakistani 0.15%</p> <p>Asian or British : Any other Background 1.84%</p> <p>Black-Black British:African 2.08%</p> <p>Black-Black British:Caribbean 0.48%</p> <p>Black-Black British:Other 0.30%</p> <p>Chinese 0.21%</p> <p>Gypsy/Traveller 0.09%</p> <p>Mixed :Any other mixed background 0.90%</p> <p>Mixed: White and Asian 0.54%</p> <p>Mixed: White and Black African 1.53%</p> <p>Mixed: White and Black Caribbean 0.90%</p> <p>White: Any other White background 8.43%</p> <p>White: British 79.36%</p> <p>White: Irish 1.14%</p>		No specific issues identified or raised by community in consultation	<p>All customers in this group will have to pay more council tax</p> <p>Informal consultation has been undertaken with the community and voluntary sector which will help to disseminate information about the possible changes</p> <p>Ensure the provision of clear communications about the change so people have time to prepare. This will include making information available according to need whether that is through 121 conversations or translations. This will include providing information to organisations which support people with protected characteristics.</p> <p>Continue to provide a discretionary fund which can be used to increase</p>

	<p>Summary of data¹ about your service-users and/or staff</p>	<p>Summary of service-user and/or staff feedback¹</p>	<p>Impacts identified from data and feedback (actual and potential)¹</p>	<p>All potential actions to:</p> <ul style="list-style-type: none"> • advance equality of opportunity, • eliminate discrimination, and • foster good relations
				<p>the amount of CTR anyone can get if they face exceptionally difficult circumstances. Review take up of the discretionary fund to make sure it is being taken up where there is a need.</p> <p>Raise awareness of the discretionary fund with Revenues and Benefit Teams and our internal and external stakeholders.</p> <p>Ensure there is availability of advice within the city so people can receive help dealing with benefits, payment of council tax, budgeting and moving towards work.</p> <p>Moneyworks is an organisation funded by Brighton and Hove Council set up 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>

	Summary of data¹ about your service-users and/or staff	Summary of service-user and/or staff feedback¹	Impacts identified from data and feedback (actual and potential)¹	All potential actions to: <ul style="list-style-type: none"> • advance equality of opportunity, • eliminate discrimination, and • foster good relations 																		
<p>Religion or belief (religion includes any religion with a clear structure and belief system. Belief means any religious or philosophical belief. The Act also covers lack of religion or belief.)</p>	<p>Case level information on religious belief is not held. The following data is from the 2011 Census. There is no reason at present to expect the distribution to vary significantly from the distribution of CTR claimants</p> <table border="0"> <tr> <td>Christian</td> <td>42.90%</td> </tr> <tr> <td>Muslim</td> <td>2.20%</td> </tr> <tr> <td>Buddhist</td> <td>1.00%</td> </tr> <tr> <td>Jewish</td> <td>1.00%</td> </tr> <tr> <td>Hindu</td> <td>0.70%</td> </tr> <tr> <td>Sikh</td> <td>0.10%</td> </tr> <tr> <td>Other religion</td> <td>0.90%</td> </tr> <tr> <td>No Religion</td> <td>42.40%</td> </tr> <tr> <td>Religion not stated</td> <td>8.80%</td> </tr> </table>	Christian	42.90%	Muslim	2.20%	Buddhist	1.00%	Jewish	1.00%	Hindu	0.70%	Sikh	0.10%	Other religion	0.90%	No Religion	42.40%	Religion not stated	8.80%	<p>No specific issues identified or raised by community in informal consultation</p>	<p>All customers in this group will have to pay more council tax</p>	<p>Consultation has been undertaken with the community and voluntary sector which will help to disseminate information about the possible changes</p> <p>Ensure the provision of clear communications about the change so people have time to prepare. This will include making information available according to need whether that is through 121 conversations or translations. This will include providing information to organisations which support people with protected characteristics.</p> <p>Continue to provide a discretionary fund which can be used to increase the amount of CTR anyone can get if they face exceptionally difficult circumstances.</p> <p>Raise awareness of the discretionary fund with Revenues and Benefit Teams and our internal and external stakeholders.</p>
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Sex/Gender (both men and women are covered under the Act)	<p>6270 cases where the claimant is male</p> <p>8682 cases where the claimant is female</p> <p>1342 cases where the partner is male</p> <p>1283 cases where the partner is female</p>	No specific issues identified or raised by community in consultation	All customers in this group will have to pay more council tax	<p>Consultation has been undertaken with the community and voluntary sector which will help to disseminate information about the possible changes</p> <p>Ensure the provision of clear communications about the change so people have time to prepare. This will include making information available according to need whether</p>

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				<p>that is through 121 conversations or translations. This will include providing information to organisations which support people with protected characteristics.</p> <p>Continue to provide a discretionary fund which can be used to increase the amount of CTR anyone can get if they face exceptionally difficult circumstances. Review take up of the discretionary fund to make sure it is being taken up where there is a need.</p> <p>Raise awareness of the discretionary fund with Revenues and Benefit Teams and our internal and external stakeholders.</p> <p>Ensure there is availability of advice within the city so people can receive help dealing with benefits, payment of council tax, budgeting and moving towards work.</p> <p>Moneyworks is an organisation funded by Brighton and Hove Council set up to help residents save</p>

	<p>Summary of data¹ about your service-users and/or staff</p>	<p>Summary of service-user and/or staff feedback¹</p>	<p>Impacts identified from data and feedback (actual and potential)¹</p>	<p>All potential actions to:</p> <ul style="list-style-type: none"> • advance equality of opportunity, • eliminate discrimination, and • foster good relations
				<p>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>The minimum contribution a person must pay is based upon their net council tax liability after other statutory discounts have been applied. As such single people affected by this change are entitled to claim an initial 25% discount from their bill which is not subject to a means test.</p>
<p>Sexual orientation (the Act protects bisexual, gay, heterosexual and lesbian people)</p>	<p>Records are held where same sex couples claim together, there are 76 claims from couples in a same sex relationship and 3728 claims from couples in a different sex relationship</p>	<p>No specific issues identified or raised by community in consultation</p>	<p>All customers in this group will have to pay more council tax</p>	<p>Consultation has been undertaken with the community and voluntary sector which will help to disseminate information about the possible changes</p> <p>Ensure the provision of clear communications about the change so people have time to prepare. This will include making information</p>

	Summary of data ¹ about your service-users and/or staff	Summary of service-user and/or staff feedback ¹	Impacts identified from data and feedback (actual and potential) ¹	All potential actions to: <ul style="list-style-type: none"> • advance equality of opportunity, • eliminate discrimination, and • foster good relations
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				Council set up 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.
Marriage and civil partnership (only in relation to due regard to the need to eliminate discrimination)	This data is not specifically held however there are 3804 claims where a claimant has a partner	No specific issues identified or raised by community in consultation	All customers in this group will have to pay more council tax	<p>Consultation has been undertaken with the community and voluntary sector which will help to disseminate information about the possible changes</p> <p>Ensure the provision of clear communications about the change so people have time to prepare. This will include making information available according to need whether that is through 121 conversations or translations. This will include providing information to organisations which support people with protected characteristics.</p> <p>Continue to provide a discretionary fund which can be used to increase the amount of CTR anyone can get if</p>

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				<p>they face exceptionally difficult circumstances. Review take up of the discretionary fund to make sure it is being taken up where there is a need.</p> <p>Raise awareness of the discretionary fund with Revenues and Benefit Teams and our internal and external stakeholders.</p> <p>Ensure there is availability of advice within the city so people can receive help dealing with benefits, payment of council tax, budgeting and moving towards work.</p> <p>Moneyworks is an organisation funded by Brighton and Hove Council set up 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>

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Community Cohesion (what must happen in all communities to enable different groups of people to get on well together.)	<p>The distribution of CTR claims for working age people by ward is as follows</p> <table border="0"> <tr><td>EAST BRIGHTON</td><td>1534</td></tr> <tr><td>QUEEN'S PARK</td><td>1350</td></tr> <tr><td>ST.PETER'S & NORTH LAINE</td><td>1116</td></tr> <tr><td>MOULSECOO MB & BEVENDEAN</td><td>1142</td></tr> <tr><td>HOLLINGDEAN & STANMER</td><td>1041</td></tr> <tr><td>HANGLETON & KNOLL</td><td>860</td></tr> <tr><td>HANOVER & ELM GROVE</td><td>811</td></tr> <tr><td>GOLDSMID</td><td>780</td></tr> <tr><td>BRUNSWICK & ADELAIDE</td><td>590</td></tr> <tr><td>REGENCY</td><td>583</td></tr> <tr><td>CENTRAL</td><td></td></tr> <tr><td>HOVE</td><td>549</td></tr> <tr><td>NORTH</td><td></td></tr> <tr><td>PORTSLADE</td><td>537</td></tr> <tr><td>SOUTH</td><td></td></tr> <tr><td>PORTSLADE</td><td>559</td></tr> </table>	EAST BRIGHTON	1534	QUEEN'S PARK	1350	ST.PETER'S & NORTH LAINE	1116	MOULSECOO MB & BEVENDEAN	1142	HOLLINGDEAN & STANMER	1041	HANGLETON & KNOLL	860	HANOVER & ELM GROVE	811	GOLDSMID	780	BRUNSWICK & ADELAIDE	590	REGENCY	583	CENTRAL		HOVE	549	NORTH		PORTSLADE	537	SOUTH		PORTSLADE	559	No specific issues identified or raised by community in informal consultation	The distribution of impact across the City is not equal and reflects the relative socio economic status of the different wards.	<p>This information will be fed into the work of the economic development team. CVS agencies who work in the most affected wards will be specifically briefed.</p> <p>The Financial Inclusion commission undertaken by the Policy and Communities team which commissioned Moneyworks Brighton and Hove undertook a detailed needs analysis of financial need in the city. This analysis was conducted against protected characteristic and by place. As a result services provided by Moneyworks Brighton & Hove have specifically been commissioned to be provided in the areas of greatest financial need as reflected in the accompanying ward information.</p>
EAST BRIGHTON	1534																																			
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	PRESTON PARK 494 PATCHAM 439 WESTBOURNE 469 WOODINGDEA N 450 WISH 422 ROTTINGDEA N COASTAL 342 WITHDEAN 363 HOVE PARK 168			
Other relevant groups eg: Carers, people experiencing domestic and/or sexual violence, substance misusers, homeless people, looked after children, ex-armed forces personnel etc	1357 Carers Looked after children	No specific issues identified or raised by community in informal consultation	All customers in this group will have to pay more council tax Children to whom the authority is parent are protected when they leave the care through automatic access to the discretionary fund.	There are provisions within the CTR scheme which recognise and account for the issues faced by carers of disabled people, namely the carers premium which increases a carers applicable amount. Raise the profile of the increased earnings disregard by talking directly with CVS agencies that work with carers. Additionally to inform agencies who work helping people to get back to work. The Revenues and Benefits team will continue to pro-actively consider

	<p>Summary of data¹ about your service-users and/or staff</p>	<p>Summary of service-user and/or staff feedback¹</p>	<p>Impacts identified from data and feedback (actual and potential)¹</p>	<p>All potential actions to:</p> <ul style="list-style-type: none"> • advance equality of opportunity, • eliminate discrimination, and • foster good relations
				<p>children who left care for the discretionary fund.</p> <p>Consultation has been undertaken with the community and voluntary sector which will help to disseminate information about the possible changes</p> <p>Ensure the provision of clear communications about the change so people have time to prepare. This will include making information available according to need whether that is through 121 conversations or translations. This will include providing information to organisations which support people with protected characteristics.</p> <p>Continue to provide a discretionary fund which can be used to increase the amount of CTR anyone can get if they face exceptionally difficult circumstances. Review take up of the discretionary fund to make sure it is being taken up where there is a</p>

	Summary of data ¹ about your service-users and/or staff	Summary of service-user and/or staff feedback ¹	Impacts identified from data and feedback (actual and potential) ¹	All potential actions to: <ul style="list-style-type: none"> • advance equality of opportunity, • eliminate discrimination, and • foster good relations
				<p>need.</p> <p>Raise awareness of the discretionary fund with Revenues and Benefit Teams and our internal and external stakeholders.</p> <p>Ensure there is availability of advice within the city so people can receive help dealing with benefits, payment of council tax, budgeting and moving towards work.</p>
<p>Cumulative impact (this is an impact that appears when you consider services or activities together. A change or activity in one area may create an impact somewhere</p>	<p>The reduction in funding for CTR should not be seen in isolation. For recipients of CTR it is fundamentally related to the government's other welfare reforms, the cost of living, the performance of the economy and the availability of work.</p>	<p>Some responses to consultation has fed back that benefit increases beneath the rate of inflation and increasing commodity bills mean that demands on limited incomes are increasing.</p> <p>As part of the July budget 2015 reduction in Tax Credits and Universal Credit are</p>	<p>It is estimated there are about 4400 households in Brighton and Hove who are working,</p>	<p>Ensure there is availability of advice within the city so people can receive help dealing with benefits, payment of council tax, budgeting and moving towards work.</p> <p>Moneyworks is an organisation funded by Brighton and Hove Council set up 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>

	Summary of data ¹ about your service-users and/or staff	Summary of service-user and/or staff feedback ¹	Impacts identified from data and feedback (actual and potential) ¹	All potential actions to: <ul style="list-style-type: none"> • advance equality of opportunity, • eliminate discrimination, and • foster good relations
else)		<p>planned from April 2016 for working people. (this is now subject to changes which will be announced in the Autumn statement 25th November 2015)</p> <p>The July Budget 2015 also announced plans to limit benefits in</p>	<p>receive tax credits and are in receipt of Council Tax Reduction. We estimate that there are a further 4250 households who receive Employment and Support Allowance whose entitlement will be reduced to Job Seekers Allowance levels who receive benefits from the council. In addition there will be others we are unaware of.</p> <p>The potential impact on families who do have a third child or more will be stark in terms of the cost of living</p>	<p>Ensure the provision of clear communications about the change so people have time to prepare. This will include making information available according to need whether that is through 121 conversations or translations. This will include providing information to organisations which support people with protected characteristics.</p> <p>Continue to provide a discretionary fund which can be used to increase the amount of CTR anyone can get if they face exceptionally difficult circumstances. Review take up of the discretionary fund to make sure it is being taken up where there is a need.</p> <p>Raise awareness of the discretionary fund with Revenues and Benefit Teams and our internal and external stakeholders.</p>

	Summary of data¹ about your service-users and/or staff	Summary of service-user and/or staff feedback¹	Impacts identified from data and feedback (actual and potential)¹	All potential actions to: <ul style="list-style-type: none"> • advance equality of opportunity, • eliminate discrimination, and • foster good relations
		<p>general to the amount for a family with no more than two children from 2017 (will not apply to families with more than 2 children born before April 2017).</p>	<p>The CTR caseload has reduced reflecting national trends and the economic cycle.</p>	

2. Prioritised Action Plan:

NB: These actions must now be transferred to service or business plans.

Specific action	Evidence of progress / milestones	Lead officer	Timeframe
Consultation has been undertaken with the community and voluntary sector which will help to disseminate information about the possible changes		Welfare Reform Programme Manager	Done July Sep 2015
Ensure the provision of clear communications about the change so people have time to prepare. This will include making information available according to need whether that is through 121 conversations or translations. This will include providing specifically targeted and tailored information for specific groups to organisations which support people with protected characteristics.		Welfare Reform Programme Manager and Revenues and Benefits management team	Initially by 31 st March 2016. Then on an ongoing basis
Continue to provide a discretionary fund which can be used to increase the amount of CTR anyone can get if they face exceptionally difficult circumstances.		Head of Revenues and Benefits	Ongoing
<p>Ensure there is availability of advice within the city so people can receive help dealing with benefits, payment of council tax, budgeting and moving towards work.</p> <p>Moneyworks is an organisation funded by Brighton and Hove Council set up to help residents save money, make money and manage their money better. The services are</p>		Communities and Equalities team	Full third party commission due April 2017

for anyone who is struggling to make ends meet and incorporates community and voluntary services throughout the city.			
Ensure staff and advice services are skilled to advise people on the other statutory council tax discounts customers may be entitled to which would help mitigate some of the impacts of the CTR minimum contribution and other measures. These include the discounts of 25% available for single occupants and the 100% discount which is referred to in legislation as being for people who are severely mentally impaired.	The councils welfare rights team train other council staff providers of advice in the City on a number of subjects including Council Tax Reduction and other discounts	Welfare Reform Programme Manager	Ongoing
Review take up of the Discretionary scheme by protected characteristic and update this EIA and actions		Welfare Reform Programme Manager	April 2016

Appendix 3 Council Tax Reduction Review Report – Other Authorities Schemes

Unitary Authorities

Local Authority	Minimum council tax payment?	Minimum council tax payment level	Reduction by means other than minimum payment	Savings limit	Second adult rebate reduced or abolished?	Support restricted to a particular council tax band?	Council Tax band support is restricted to	Minimum weekly council tax support payment	Taper rate	Hardship fund
Northumberland	No	0.0%		£16,000	No	No	N/A	£0.00	0.2	No
Shropshire	No	0.0%		£16,000	No	No	N/A	£0.00	0.2	#N/A
Warrington	No	0.0%		£16,000	No	No	N/A	£0.00	0.2	No
Wokingham	No	0.0%		£16,000	No	No	N/A	£0.00	0.2	No
Bedford	No	0.0%	Y	£8,000	Yes	Yes	E	£0.00	0.2	No
Bristol, City of	No	0.0%	Y	£16,000	Yes	No	N/A	£0.00	0.2	No
County Durham	No	0.0%	Y	£10,000	Yes	No	N/A	£0.00	0.2	No
Isles of Scilly	No	0.0%	Y	£16,000	No	Yes	A	£0.00	0.2	No
Luton	No	0.0%	Y	£16,000	Yes	No	N/A	£3.00	0.25	Yes
Bracknell Forest	Yes	8.5%		£16,000	Yes	No	N/A	£0.00	0.21	Yes
North Lincolnshire	Yes	8.5%		£16,000	No	No	N/A	£0.00	0.2	Yes
West Berkshire	Yes	10.0%		£16,000	No	No	N/A	£0.00	0.2	No
Windsor and Maidenhead	Yes	10.0%		£16,000	No	No	N/A	£0.00	0.25	No
Hartlepool	Yes	12.0%		£16,000	Yes	No	N/A	£0.00	0.2	Yes
Poole	Yes	14.0%		£16,000	Yes	Yes	C	£0.50	0.2	Yes
Brighton and Hove	Yes	15.0%		£6,000	No	No	N/A	£0.00	0.2	Yes
Reading	Yes	15.0%		£6,000	Yes	No	N/A	£0.00	0.2	Yes
Herefordshire, County of	Yes	16.0%		£16,000	Yes	Yes	D	£0.00	0.2	No
Blackburn with Darwen	Yes	20.0%		£16,000	No	No	N/A	£0.00	0.2	Yes
Bournemouth	Yes	20.0%		£16,000	Yes	No	N/A	£0.50	0.2	Yes

Cheshire East	Yes	20.0%	£10,000	Yes	Yes	D	£1.00	0.2	No
Darlington	Yes	20.0%	£16,000	Yes	No	N/A	£0.00	0.2	Yes
Derby	Yes	20.0%	£6,000	Yes	Yes	B	£4.00	0.2	Yes
Isle of Wight	Yes	20.0%	£16,000	Yes	No	N/A	£0.00	0.2	No
Kingston upon Hull, City of	Yes	20.0%	£16,000	Yes	No	N/A	£0.00	0.2	No
Leicester	Yes	20.0%	£16,000	Yes	Yes	B	£3.55	0.2	Yes
Middlesbrough	Yes	20.0%	£16,000	Yes	No	N/A	£0.00	0.2	No
Milton Keynes	Yes	20.0%	£6,000	Yes	No	N/A	£0.00	0.2	Yes
Nottingham	Yes	20.0%	£16,000	Yes	No	N/A	£0.50	0.2	No
Plymouth	Yes	20.0%	£6,000	Yes	Yes	E	£0.00	0.2	No
Portsmouth	Yes	20.0%	£16,000	No	No	N/A	£0.00	0.25	Yes
Redcar and Cleveland	Yes	20.0%	£16,000	Yes	No	N/A	£0.00	0.2	No
Slough	Yes	20.0%	£16,000	Yes	Yes	C	£0.00	0.2	Yes
								Less income bands	
South Gloucestershire	Yes	20.0%	£6,000	Yes	No	N/A	£0.00	0.2	No
Stockton-on-Tees	Yes	20.0%	£16,000	Yes	No	N/A	£0.00	0.2	No
Swindon	Yes	20.0%	£6,000	Yes	Yes	D	£0.00	0.2	No
Wiltshire	Yes	20.0%	£10,000	Yes	No	N/A	£0.00	0.15	Yes
Telford and Wrekin	Yes	21.0%	£6,000	Yes	No	N/A	£2.50	0.2	Yes
Halton	Yes	21.6%	£16,000	No	No	N/A	£0.00	0.2	Yes
Bath and North East Somerset	Yes	22.0%	£10,000	Yes	Yes	D	£0.00	0.2	No
North Somerset	Yes	24.5%	£16,000	No	No	N/A	£0.00	0.2	No
Central Bedfordshire	Yes	25.0%	£16,000	Yes	No	N/A	£0.00	0.2	Yes
Cheshire West and Chester	Yes	25.0%	£6,000	Yes	Yes	D	£0.00	0.2	Yes
Cornwall	Yes	25.0%	£6,000	Yes	Yes	D	£0.00	0.2	Yes
East Riding of Yorkshire	Yes	25.0%	£16,000	No	No	N/A	£0.00	0.2	No
Medway	Yes	25.0%	£16,000	Yes	No	N/A	£0.00	0.2	No
North East Lincolnshire	Yes	25.0%	£16,000	No	No	N/A	£0.00	0.2	Yes
Rutland	Yes	25.0%	£10,000	Yes	Yes	D	£0.00	0.25	Yes

Southampton	Yes	25.0%	£16,000	No	No	N/A	£0.00	0.25	Yes
Southend-on-Sea	Yes	25.0%	£6,000	Yes	No	N/A	£0.00	0.2	Yes
Thurrock	Yes	25.0%	£6,000	Yes	No	N/A	£0.00	0.2	No
Torbay	Yes	25.0%	£6,000	Yes	No	N/A	£0.00	0.2	Yes
Blackpool	Yes	27.1%	£16,000	Yes	No	N/A	£0.00	0.2	Yes
Peterborough	Yes	30.0%	£16,000	No	No	N/A	£0.00	0.2	No
Stoke-on-Trent	Yes	30.0%	£6,000	Yes	Yes	D	£0.00	0.2	Yes
York	Yes	30.0%	£16,000	Yes	No	N/A	£0.00	0.2	No

Inner London Authorities

Local Authority	Minimum council tax payment?	Minimum council tax payment level	Reduction by means other than minimum payment	Savings limit	Second adult rebate reduced or abolished?	Support restricted to a particular council tax band?	Council Tax band support is restricted to	Minimum weekly council tax support payment	Taper rate	Hardship fund
City of London	No	0.0%		£16,000	No	No	N/A	£0.00	0.2	No
Hammersmith and Fulham	No	0.0%		£16,000	No	No	N/A	£0.00	0.2	No
Kensington and Chelsea	No	0.0%		£16,000	No	No	N/A	£0.00	0.2	No
Tower Hamlets	No	0.0%		£16,000	No	No	N/A	£0.00	0.2	No
Wandsworth	No	0.0%		£16,000	Yes	Yes	E	£3.00	0.25	No
Westminster	No	0.0%		£16,000	No	No	N/A	£0.00	0.2	No
Camden	Yes	8.5%		£16,000	Yes	No	N/A	£0.00	0.2	No
Islington	Yes	8.5%		£16,000	No	No	N/A	£0.00	0.2	Yes
Lewisham	Yes	14.8%		£16,000	Yes	No	N/A	£0.00	0.2	Yes
Hackney	Yes	15.0%		£16,000	Yes	No	N/A	£0.00	0.2	No
Southwark	Yes	15.0%		£16,000	Yes	No	N/A	£0.00	0.2	No
Lambeth	Yes	15.9%		£16,000	Yes	No	N/A	£5.00	0.25	No

Haringey	Yes	19.8%		£10,000	No	No	N/A	£1.00	0.2	No
Newham	Yes	20.0%		£16,000	Yes	No	N/A	£0.00	0.2	No

Outer London Authorities

Local Authority	Minimum council tax payment?	Minimum council tax payment level	Reduction by means other than minimum payment	Savings limit	Second adult rebate reduced or abolished?	Support restricted to a particular council tax band?	Council Tax band support is restricted to	Minimum weekly council tax support payment	Taper rate	Hardship fund
Kingston upon Thames	No	0.0%		£16,000	Yes	No	N/A	£0.00	0.2	No
Merton	No	0.0%		£16,000	No	No	N/A	£0.00	0.2	No
Richmond upon Thames	No	0.0%		£16,000	Yes	Yes	E	£0.00	0.2	No
Redbridge	Yes	5.0%		£16,000	Yes	No	N/A	£2.00	0.2	Yes
Hounslow	Yes	8.5%		£16,000	No	No	N/A	£0.00	0.2	No
Bexley	Yes	15.0%		£16,000	No	No	N/A	£0.00	0.2	Yes
Croydon	Yes	15.0%		£8,000	Yes	Yes	D	£0.00	0.2	Yes
Greenwich*	Yes	15.0%		£16,000	No	No	N/A	£0.00	0.2	No
Havering	Yes	15.0%		£6,000	Yes	Yes	D	£0.00	0.2	No
Waltham Forest	Yes	16.0%		£6,000	No	No	N/A	£0.00	0.25	Yes
Bromley	Yes	19.0%		£16,000	No	No	N/A	£0.00	0.2	No
Sutton	Yes	19.0%		£10,000	Yes	Yes	D	£0.00	0.25	Yes
Enfield	Yes	19.5%		£16,000	Yes	No	N/A	£0.00	0.2	Yes
Barnet	Yes	20.0%		£16,000	Yes	No	N/A	£0.00	0.2	Yes
Brent	Yes	20.0%		£6,000	Yes	No	N/A	£0.00	0.3	No
Ealing	Yes	20.0%		£8,000	Yes	No	N/A	£0.00	0.2	Yes
Hillingdon	Yes	20.0%		£16,000	Yes	No	N/A	£0.00	0.2	No
Barking and Dagenham	Yes	25.0%		£6,000	Yes	No	N/A	£0.00	0.2	Yes
Harrow	Yes	30.0%		£16,000	Yes	No	N/A	£2.00	0.3	No

Met County Authorities

Local Authority	Minimum council tax payment?	Minimum council tax payment level	Reduction by means other than minimum payment	Savings limit	Second adult rebate reduced or abolished?	Support restricted to a particular council tax band?	Council Tax band support is restricted to	Minimum weekly council tax support payment	Taper rate	Hardship fund
Doncaster	No	0.0%		£16,000	Yes	No	N/A	£0.00	0.3	Yes
Coventry	No	0.0%		£16,000	No	No	N/A	£0.00	0.2	No
Sandwell	No	0.0%		£6,000	Yes	Yes	C	£1.00	0.2	No
Solihull	No	0.0%		£16,000	No	No	N/A	£0.00	0.2	No
Bolton	No	0.0%		£6,000	Yes	Yes	D	£1.00	0.2	No
Bury	No	0.0%		£8,000	Yes	Yes	B	£1.00	0.2	No
Stockport	No	0.0%		£8,000	Yes	Yes	A/B	£1.00	0.2	Yes
Trafford	No	0.0%		£16,000	Yes	Yes	D	£5.00	0.3	Yes
North Tyneside	Yes	7.0%		£16,000	Yes	No	N/A	£0.00	0.2	No
Rotherham	Yes	8.5%		£16,000	Yes	No	N/A	£0.00	0.2	No
Gateshead	Yes	8.5%		£16,000	Yes	No	N/A	£1.00	0.2	Yes
Sunderland	Yes	8.5%		£16,000	Yes	No	N/A	£0.00	0.2	No
Liverpool	Yes	8.5%		£16,000	No	No	N/A	£0.00	0.2	No
Manchester	Yes	15.0%		£16,000	Yes	No	N/A	£0.00	0.2	Yes
Oldham	Yes	15.0%		£16,000	Yes	Yes	A	£0.00	0.2	No
Salford	Yes	15.0%		£16,000	Yes	No	N/A	£1.00	0.25	Yes
Calderdale	Yes	19.0%		£16,000	No	No	N/A	£2.00	0.2	No
Newcastle upon Tyne	Yes	20.0%		£16,000	Yes	No	N/A	£1.00	0.2	No
Birmingham	Yes	20.0%		£16,000	No	No	N/A	£0.00	0.2	Yes

Dudley	Yes	20.0%	£16,000	No	No	N/A	£0.00	0.2	No
Kirklees	Yes	20.0%	£16,000	Yes	No	N/A	£0.00	0.2	No
Rochdale	Yes	20.0%	£16,000	Yes	Yes	A	£0.00	0.2	Yes
Tameside	Yes	20.0%	£16,000	Yes	Yes	B	£0.00	0.2	Yes
Wigan	Yes	20.0%	£12,000	Yes	No	N/A	£0.00	0.2	Yes
Knowsley	Yes	20.0%	£16,000	Yes	No	N/A	£0.00	0.2	Yes
Sefton	Yes	20.0%	£6,000	Yes	No	N/A	£0.00	0.2	Yes
St. Helens	Yes	20.0%	£16,000	Yes	Yes	D	£1.00	0.2	No
Wolverhampton	Yes	22.0%	£6,000	Yes	Yes	C	£0.00	0.23	Yes
Wirral	Yes	22.0%	£6,000	Yes	No	N/A	£0.00	0.2	No
Sheffield	Yes	23.0%	£16,000	Yes	No	N/A	£0.00	0.2	Yes
Walsall	Yes	25.0%	£16,000	No	No	N/A	£0.00	0.2	No
Bradford	Yes	25.0%	£16,000	No	No	N/A	£0.00	0.2	No
Leeds	Yes	25.0%	£16,000	Yes	No	N/A	£0.00	0.2	No
Barnsley	Yes	30.0%	£16,000	Yes	No	N/A	£0.00	0.2	No
South Tyneside	Yes	30.0%	£16,000	No	No	N/A	£0.00	0.2	No
Wakefield	Yes	30.0%	£16,000	Yes	No	N/A	£1.00	0.2	No



Brighton & Hove City Council

**Draft Council Tax Reduction Scheme
for people of working age for
consultation**

Published 2 September 2015



**Brighton & Hove
City Council**

Council Tax Reduction (CTR) replaced Council Tax Benefit on 1 April 2013. It is a benefit people on a low income can claim from the council to get help with their Council Tax.

People of pensionable age are assessed under national rules which the council cannot change. They will continue to have their Council Tax Reduction worked out in the same way as it is now.

The government is continuing to reduce the grant it pays for these schemes, meaning there will be a shortfall of at least £3.6 million to help low income households in Brighton & Hove pay their Council Tax in 2016/17. The scheme set out proposes that the council will absorb around £2.5million of this.

Brighton & Hove's Council Tax Reduction scheme acts as a discount against your Council Tax bill. The scheme aims to limit the impact the government's funding reduction has on the most vulnerable households in the city.

The council is required to review the scheme every year to consider if changes need to be made, which could affect how much residents need to pay.

We need to have an agreed scheme in place by January 2016 and are now consulting on these draft proposals for 2016/17.

You can find out what other councils are doing at www.counciltaxsupport.org/schemes.

Contents

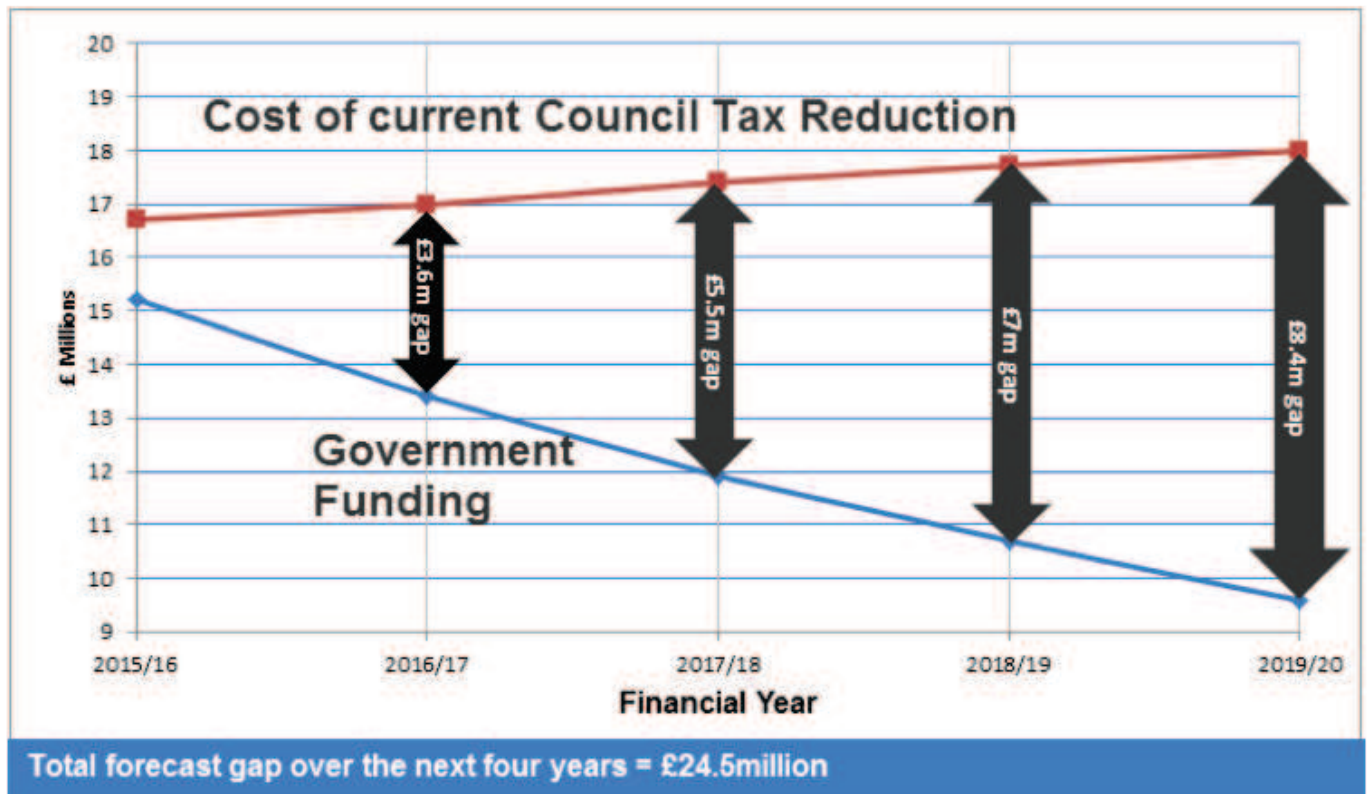
Financial context	page 3
Details of proposed changes to the Council Tax Redcution scheme	page 4
Examples	page 5

Financial context

During the current financial year 2015/16 the council is set to absorb around £1.5 million of the funding shortfall from other council funds, with the rest paid by working age people who receive CTR.

Any increase in the amount the council funds will have an impact on other services run by the council.

The projected reduction in government funding for the scheme is shown below. The projected costs are based on the number of households claiming CTR in Brighton & Hove remaining at current levels.



The government is also severely reducing funding for all council services and the budget over the next four years will be challenging. Costs will increase due to inflation, population change and rising demand for services, and this will result in a large funding gap.

The biggest budget challenge is on the services funded by Council Tax, Business Rates, government grants and fees and charges (our general fund). We currently spend around £378 million on a wide range of public services such as, social care for vulnerable children and adults, refuse and recycling, street cleaning, libraries and transport. This doesn't include the money we receive for schools, Housing Benefit and expenditure related to our council housing which is funded directly by tenant rents.

Due to the growing demand for services, inflation and, principally, the reduction in central government funding, we will need to address a budget gap of £68 million over the next four years. We are reducing costs and improving efficiency as much as possible but there are also many difficult choices to make around the services the council will be able to continue to provide or pay for.

Council Tax Reduction for pensioners

There will be no changes for pensioners apart from the usual yearly uprating of allowances and premiums from April 2016. This will mean pensioners will continue to receive the same level of support they do now. These rules are set nationally and the council cannot change them.

Council Tax Reduction for working age people

Decisions on who's eligible to receive help paying Council Tax under Council Tax Reduction (CTR) will continue to be based on a person's income and savings and the amount of Council Tax they pay.

We will continue to provide a discretionary fund to help the most vulnerable households to pay their Council Tax contribution in exceptional circumstances.

Proposed changes to Council Tax Reduction from April 2016 for working age people

Minimum contribution

Currently, all working age households are asked to pay a minimum of 15% of their Council Tax liability before CTR is paid. From 1 April 2016, it is proposed that all working age people who claim CTR will have to pay 25% of their Council Tax Liability before any CTR is paid. This figure would be 48% if the scheme was funded solely from government grants.

For current claimants, there will be a limit to the increase households in higher Council Tax band properties – likely to be larger families – have to pay of £3.50 per week from 1 April 2016. This will only apply to families who are entitled to Council Tax Reduction at the point of change and will end after a year, or before that if the claim ends of the family move property.

The 'Family Premium' element of the personal allowance used to work out a household's entitlement to CTR will be stopped for new claims and new births

This proposal matches changes happening to Housing Benefit from April 2016 and Tax Credits from April 2017. This and other changes to Tax Credits will mean the cost of CTR will increase. By including the same thing within CTR not only means it will be consistent with other benefits, but will also mean it will in part prevent the increases in costs of CTR due to national budget changes.

'Extended Payment Periods' will be extended from four to six weeks

The council recognises the difficulties many households are facing as a result of ongoing welfare reforms. To help people move into work, the council is proposing to extend the time people who have received means-tested benefits for six months or more receives full Council Tax Reduction when they begin work from four to six weeks. This will mean that everyone who starts work will have received their first monthly payments of wages before their Council Tax Reduction is affected.

Other national changes

In addition to these changes, the allowances and premiums in the CTR scheme for pensioners and working age people will be increased in line with national regulations.

Examples:

The following examples are made-up cases to help explain how the new scheme may affect you. The Council Tax figures quoted are based on the 2015/16 rates, which may be increased in 2016/17.



Couple of pensionable age – the same level of support as now

Michael and Pat are 73 and 71 respectively. They currently claim CTR and are entitled to a reduction of £18.44 a week, based on a means test of their income from state pensions, Michael’s work pension and Pat’s savings. The full liability for their Band B property is £23.44 per week so they are paying £5.00 a week in Council Tax.

Pensioners are assessed under national rules set by the government. Therefore, the reduction they are entitled to remains £18.44 and the amount they have to pay is still £5.00 a week.

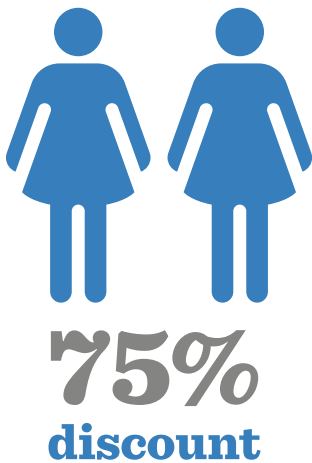


**Laura makes a claim for
Council Tax Reduction
No Council Tax to pay**

Pensioner – new claim

Laura is 68, she moves from Worthing to a new rented flat in Brighton in May 2015. Laura is on Pension Credit Guarantee Credit. Her new flat is a Band A property. When she moves she makes a claim for Council Tax Reduction.

As Laura is a pensioner and she is on Pension Credit Guarantee Credit, she receives full Council Tax Reduction and does not have to pay any Council Tax.



Couple in Band A property – standard working age case

Mary lives with her partner in a Band A property and they are both on Job Seekers Allowance. Their Council Tax is £20.10 per week and they currently pay 15% of this, which is £3.01 per week.

From April 2016, it is proposed that they will have to pay 25% of their Council Tax, which means they will have to pay £5.02 per week.



Single person in Band D property – standard working age case

Mahendi lives in a Band D property with her children. She is on Income Support and receives Child Benefit and Child Tax Credit. She receives a single person discount and claims CTR for help with her Council Tax. Her Council Tax is £22.55 per week and she currently pays 15% of her Council Tax, which is £3.38 per week.

From April 2016, it is proposed that they will have to pay 25% of their Council Tax, which means she would have to pay £5.64 per week



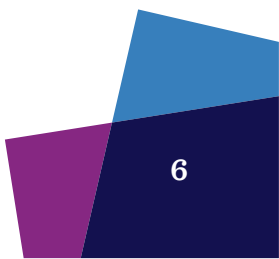
Family in Band E property - £3.50 limit applies

George and Lynsay live with their four children in Band E property. They are on Income Support and receive Child Benefit and Child Tax Credit. They are liable for £36.75 per week Council Tax. They claim CTR and currently pay 15% of their Council Tax, which works out at £5.50 a week.

From April 2016, the minimum contribution working age people will have to make towards their Council Tax if they are on Council Tax Reduction is proposed to be 25%. This means that George and Lynsay would have to pay £9.37 per week, which is £3.86 more per week than they do now.

However, as they were already claiming Council Tax Reduction, they will receive transitional protection which will limit the increase to £3.50 per week, meaning that the amount they have to pay will be reduced to £9 a week.

If George and Lynsay move or end their claim, this transitional protection will end. Otherwise, it will end after a year.





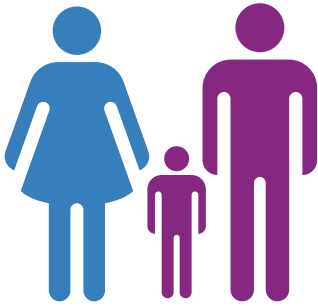
New claim
Family Premium
not counted

Family Premium - no longer used for new claims

Chris has just moved into a Band B property in Hove with his two children. He claims Council Tax Reduction based on his part-time job and his Tax Credits.

As Chris is making a new claim, the Family Premium will not be included in the assessment for his CTR. This means he will have to pay £15.69 per week Council Tax.

If the Family Premium had still been used to work out his CTR he would have had to pay £12.30 per week Council Tax.



Existing claim
No change for
Family Premium

Family Premium unchanged for an ongoing claim – no change

Sheila has had a claim for CTR since August 2013. She works part-time and lives with her disabled partner and their child.

Sheila will continue to have the Family Premium included in the assessment of her claim after April 2016 until she moves or has a change of circumstances. This means her CTR will not change because of the Family Premium.



Starting work
CTR continues
for six weeks

Extended Payments

Cong has been on Employment and Support Allowance for nine months and has been claiming CTR to help with his Council Tax.

He has now started work full time. Cong's CTR will now be paid for an extra six weeks in order to allow Cong time to receive his first monthly payment.

Subject:	Treasury Management Policy Statement 2015/16 (including Annual Investment Strategy 2015/16) – Mid Year Review		
Date of Meeting:	3 December 2015		
Report of:	Interim Executive Director of Finance & Resources		
Contact Officer:	Name:	James Hengeveld	Tel: 29-1242
	Email:	james.hengeveld@brighton-hove.gov.uk	
Ward(s) affected:	All		

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

- 1.1 The 2015/16 Treasury Management Policy Statement (TMPS), practices and schedules were approved by Policy & Resources on 19 March 2015. The TMPS sets out the role of Treasury Management, whilst the practices and schedules set out the annual targets and methods by which these targets will be met.
- 1.2 The TMPS includes the Annual Investment Strategy (AIS) which sets out the key parameters for investing council cash funds and was approved by Full Council on 26 March 2015.
- 1.3 It is recommended good and proper practice that Members receive half yearly reports and review and endorse treasury management actions during the year. The purpose of this report is to advise members of the actions taken in the first half of 2015/16.

2. RECOMMENDATIONS:

- 2.1 That Policy & Resources Committee endorses the key actions taken during the first half of 2015/16 to meet the treasury management policy statement and practices (including the investment strategy) as set out in this report.
- 2.2 That Policy & Resources Committee notes that the approved maximum indicator for investment risk of 0.05% has been adhered to and the authorised limit and operational boundary have not been exceeded in the first half of the year.

3. CONTEXT/ BACKGROUND INFORMATION***Overview of Markets***

- 3.1 The UK economy had seen the strongest growth rates of the G7 in 2013 and 2014 at 2.2% and 2.9% respectively. However, quarter 1 of 2015 was weaker at +0.4% though there was a rebound in quarter 2 to +0.7%. Growth slowed again in Q3 to 0.5%. The weaker growth was as a result of the biggest fall in construction output in three years, and a further contraction of the manufacturing output, which has

therefore seen the sector contracting for three consecutive quarters. The services sector grew strongly in the quarter, indicating that economic recovery is heavily reliant on this sector, as opposed to the broad-based approach desired by the Bank of England Monetary Policy Committee. Looking ahead, the increases in consumer credit, which demonstrates strong consumer demand, should offset a weakening global outlook. This would suggest that the dip in growth in Q3 is not indicative of a start toward lower growth.

- 3.2 CPI Inflation dipped back into negative territory in September 2015 for the second time this year. The drop in the price of fuel played a significant part in this, while the recent fall in the price of clothing also kept core prices (which exclude certain more volatile elements such as energy and food costs) subdued. With the Monetary Policy Committee (MPC) not expecting a pickup in inflation until the turn of the year, a temporary bout of deflation is seen as beneficial for the UK economy; households are seeing a boost in their spending power, with the economy likely to benefit in terms of growth.
- 3.3 There has been a weakness in some global economic announcements in recent weeks. Those from China, Japan and the Eurozone are not unexpected but those out of the US and, to a lesser extent, the UK are raising doubts about the prospects of an early interest rate rise. This data has persuaded the Federal Reserve not to raise rates at this time. This leaves markets and investors guessing about when conditions will be right for the central bank to act. The UK is highly unlikely to raise rates ahead of the US, and with UK data starting to lose some of its strength, the potency of economic recovery is starting to be questioned by the markets. As a consequence, the expectations of a UK rate increase have been pushed deeper into 2016, with some analysts now suggesting that it could even be 2017 before there is any Bank of England action.
- 3.4 The delay in any increase in the Bank Rate is likely to suppress the council's income from its investment portfolio. However, long term borrowing rates are also suppressed in the current market, and therefore borrowing requirements for capital projects will be at a lower cost than earlier projections. However, as a result of the differential between investment rates and borrowing rates, any new borrowing that is entered into will generate a cost of carry until investment rates improve. A delay in rate increase could therefore impact on the cost of undertaking the potential borrowing activity detailed in paragraphs 3.16 to 3.19. Therefore, interest rate forecasts will be kept under close scrutiny and reviewed before any new borrowing is entered into.

Treasury Management Strategy

- 3.5 A summary of the action taken in the 6 months to September 2015 is provided in Appendix 1 to this report and further information on borrowing and investment performance is shown in the September 2015 Bulletin at Appendix 2. The main points are:

- The council entered into £12.010m of new borrowing arrangements during the period to support the construction of the i360;
- The highest risk indicator during the period was 0.036% which is below the maximum set of 0.05%;
- The return on investments by the in-house treasury team and cash manager has exceeded the target rates.

- The two borrowing limits approved by full Council have not been exceeded.

3.6 Treasury management activity in the half-year has focused on a short-term horizon as summarised in the table below:

	Amount invested 1 Apr 2015 to 30 Sep 2015			
	Fixed deposits	Money market funds	Total	
Up to 1 week	-	£220.1m	£220.1m	80%
Between 1 week & 1 month	£5.0m	-	£5.0m	2%
Between 1 month & 3 months	£19.5m	-	£19.5m	7%
Over 3 months	£29.0m	-	£29.0m	11%
	£53.5m	£220.1m	£273.6m	100%

Summary of Treasury Activity April to September 2015

3.7 The following table summarises the treasury activity in the half year to September 2015 compared to the corresponding period in the previous year.

April to September	2014/15	2015/16
Long-term borrowing repaid	-	£0.2m
Short-term borrowing repaid	-	-
Investments made	£303.3m	£273.6m
Investments maturing	(£296.6m)	(£255.3m)

3.8 The Financing Costs budget reported a £0.133m underspend at Month 7. This is mainly as a result of cash balances being higher than expected, which has negated the need for short term borrowing to help fund cash flow. The saving is therefore a combination of higher than expected interest on cash balances and lower short term borrowing costs.

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

April to September	2014/15	2015/16
Cash flow surplus – general	£11.3m	£8.0m
Net cash flow surplus	£11.3m	£8.0m
Represented by:		
Increase in long-term borrowing	-	£11.8m
Decrease in short-term borrowing	-	(£2.0m)
Increase in investments	(£6.7m)	(£18.3m)
(Increase)/decrease in bank balance	(£4.6m)	£0.5m

Security of Investments

3.10 A summary of investments made by the in-house treasury team and outstanding as at 30 September 2015 in the table below shows that investments continue to be held in

good quality, short term instruments. The funds invested in BBB institutions included in the table below are invested in the part-nationalised banks which are backed by a Government guarantee in line with the AIS.

'AAA' rated money market funds	£12.84m	21%
'AA' rated institutions	£0.00m	0%
'A' rated institutions	£48.00m	76%
'BBB' rated institutions	£2.01m	3%
Total	£62.85m	100%
Period – less than one week	£15.84m	25%
Period – between one week and one month	£5.50m	9%
Period – between one month and three months	£13.50m	21%
Period – between three months and 1 year	£28.01m	45%
Total	£62.85m	100%

Risk

- 3.11 As part of the investment strategy for 2015/16 the Council agreed a maximum risk benchmark of 0.05% i.e. there is a 99.95% probability that the council will receive its investments back. The benchmark is a simple target that measures the risk based on the financial standing of counterparties and length of each investment based on historic default rates. The actual risk indicator has varied between 0.020% and 0.036% between April 2015 and September 2015. It should be remembered however that the benchmark is an average risk of default measure, and does not constitute an expectation of loss against a particular investment.
- 3.12 In January 2015, Internal Audit undertook an audit of the treasury management function. The audit concluded that “reasonable assurance” is provided on the effectiveness of the control framework operating and mitigating risks for treasury management. The audit recommended an improvement in the control environment to ensure greater independence in the reconciliation of treasury activity. These arrangements have subsequently been put in place.

Performance

- 3.13 The following table summarises the performance on investments compared with the budgeted position and the benchmark rate.

(*) <i>Annualised rates</i>	In-house investments		Cash manager investments	
	Average balance	Average rate (*)	Average balance	Average rate (*)
Budget 2015/16– full year*	£57.0m	0.60%	£25.5m	0.38%
Actual to end Sept 2015	£77.5m	0.66%	£25.6m	0.38%
Benchmark rate (i.e. 7 day LIBID Rate) to end Sept 2015	-	0.36%	-	0.38%

**please note this is an average for the full year –profile of balances are higher in the first half of the year and are expected to reduce over the financial year.*

- 3.14 The cash manager fund has maintained its AAA rating during the period, so the authority's investment in this fund has remained very secure. The performance of the fund has declined over the last 6 months. Officers are closely monitoring the performance of the fund and, alongside treasury advisors, officers are looking at alternative solutions for investing this cash to ensure the council can optimise its return without compromising the security of the investment.
- 3.15 The council is now part of a regional benchmark club which shares investment strategies and performance on a confidential basis. The latest benchmarking data demonstrates that the council's investment portfolio is performing in line with expectations.

Borrowing Strategy

- 3.16 Over recent years the council has been following a strategy of repaying debt and funding its borrowing requirement through utilising cash balances which were supporting the council's reserves and balances. This is a prudent strategy which has allowed the council to minimise the cost of carry on its borrowing, and reduce its counterparty exposure risk. The approved 2015/16 TMPS presented to Policy & Resources Committee on 19 March 2015 included a change in approach as a result of a number of contributing factors; an expectation of increases in interest rates next year, the expected reduction of certain reserves over the next 4 years, and the forward borrowing opportunities expected in the local authority market. As a result, the 2015/16 budget included provision to enter into some short term borrowing before the first phase of forward borrowing was expected to be drawn down during 2016/17.
- 3.17 The forward borrowing opportunities have not yet become available and it is appearing increasingly unlikely that any products will become available. Consequently it has been necessary for officers to explore alternative sources of borrowing in order to maintain appropriate levels of liquidity over the next 4 years, and to ensure the council is mitigating its exposure to rising interest rates.
- 3.18 PWLB rates have been volatile in the last year, and have reached historic lows in the last 6 months. Following analysis of borrowing costs and interest rate forecasts, in consultation with the council's Treasury Advisors, "trigger" rates have been determined to potentially undertake two tranches of PWLB borrowing in 2015/16. The PWLB rates are published twice a day and officers are pro-actively monitoring these rates; if the rates reduce to or below the first trigger rate set, £5.000m borrowing will be undertaken and a subsequent £5.000m will be undertaken if a second trigger rate is met subject to a reassessment of interest rate forecasts as outlined in paragraph 3.4.
- 3.19 This will allow the council to take advantage of the dips in rates during this volatile period. This borrowing will replace the short term borrowing budgeted for in 2015/16 and the £0.133m Financing Costs underspend forecast assumes both tranches of borrowing will be undertaken. If trigger rates are not hit, and this borrowing is not undertaken in 2015/16, there will be a potential further £0.075m saving against the 2015/16 budget, but with the potential impact of increasing costs in future years.

Treasury Advisors

- 3.20 The council's current contract with Capita Asset Services expires on 30 November 2015. Procurement for a new 3 year treasury advisor contract is underway via a framework agreement for Professional Services.

Minimum Revenue Provision Review

- 3.21 The council is required to set aside a provision each year towards repaying its debt – called Minimum Revenue Provision (or MRP). Each year full Council agree the MRP statement as part of the General Fund Revenue Budget and Council Tax report.
- 3.22 The council's current level of provision is around £8-9m per year. A one-off piece of work has been commissioned to analyse the council's historical application of MRP and outline revised MRP Policy options to allow the council to change the profile of its MRP.
- 3.23 The review will result in a robust revised MRP Policy which will be presented with the budget report to Budget Policy & Resources Committee on 11 February 2015. The revised policy is expected to result in a smoother profile of MRP, which will in turn free up revenue budget in the early years. Expected savings are difficult to quantify until the review is completed, but experience from other local authorities of a similar size who have already made a change in MRP policy implies minimum potential savings of £0.5m.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 This report sets out action taken in the 6 months to September 2015. Treasury management actions have been carried out within the parameters of the AIS, TMPS and Prudential Indicators. Therefore, no alternative options have been considered.

5. COMMUNITY ENGAGEMENT & CONSULTATION

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

6. CONCLUSION

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

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 The financial implications of treasury management activity are reflected in the financing costs budget set out in paragraph 3.8.

Finance Officer Consulted: James Hengeveld

Date: 05/11/15

Legal Implications:

- 7.2 The TMPS and associated actions are exercised under powers given to the council by Part 1 of the Local Government Act 2003 which includes the power for a local authority to invest for the purposes of the prudent management of its financial affairs (section 12).

Lawyer Consulted: Elizabeth Culbert

Date: 09/11/15

Equalities, Sustainability and other significant implications:

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

SUPPORTING DOCUMENTATION

Appendices:

1. A summary of the action taken in the period April 2015 to September 2015
2. September 2015 Treasury Management Bulletin

Documents in Members' Rooms

None

Background Documents

1. Part I of the Local Government Act 2003 and associated regulations
2. The Treasury Management Policy Statement and associated schedules 2015/16 approved by Policy & Resources Committee on 19 March 2015
3. The Annual Investment Strategy 2015/16 approved by full Council on 26 March 2015
4. Treasury Management Policy Statement 2015/16 (including Annual Investment Strategy 2015/16) – End of year Review approved by Policy & Resources Committee on 9 July 2015
5. Papers held within Finance
6. The Prudential Code for Capital Finance in Local Authorities published by CIPFA 2011

Summary of action taken in the period April to September 2015

Treasury Management Strategy

New long term borrowing

Debt maturity

£0.201m of long-term borrowing was repaid in the first 6 months.

Lender options, where the lender has the exclusive option to request an increase in the loan interest rate and the council has the right to reject the higher rate and repay instead, on 4 loans were due in the 6 month period but no option was exercised.

Debt restructuring

Opportunities to restructure the debt portfolio are severely restricted under changes introduced by the Public Works Loan Board in October 2007. No restructuring was undertaken in the first 6 months.

Weighted average maturity profile

The changes in the long-term debt portfolio have resulted in the weighted average maturity period of the portfolio decreasing from 30.2 years to 29.0 years. This is a combination of a natural decrease of 6 months and the maturity profile of new debt being shorter than the portfolio average.

Capital financing requirement

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

Table 1 – Capital financing requirement compared to debt outstanding

	1 April 2015	30 Sept 2015	Movement in period
Capital financing requirement (CFR)	£334.4m		
Less PFI element	(£55.8m)		
Net CFR	£278.6m	(*) £292.3m	£13.7m
Long-term debt	£213.1m	(**) £224.9m	£11.8m
O/s debt to CFR (%)	76.5%	67.4%	(9.1%)

(*) projected 31 March 2016

(**) As at 30 Sept 2015, but expected to be £240.2m by 31st March 2016

Traditionally, the level of borrowing outstanding is at or near the maximum permitted in order to reduce the risk that demand for capital investment (and hence resources) falls in years when long-term interest rates are high (i.e. interest rate risk). However, given the continued volatility and uncertainty within the financial markets, the council has maintained the strategy to keep borrowing at much lower levels (as investments are used to repay debt). Currently outstanding debt represents 67.4% of the capital financing requirement.

Cash flow debt / investments

The TMPS states that “The council will maintain an investment portfolio that is

consistent with its long term funding requirements, spending plans and cash flow movements.”

An analysis of the cash flows reveals a net surplus for the first 6 months of £8.0m. The surplus has been used to increase investments (Table 2).

Table 2 – Cash flow April to September 2015

	Payments	Receipts	Net cash
Total for period	£484.7m	£476.7m	+£8.0m
Increase in investments			+£8.0m

Prudential indicators

Budget Council approved a series of prudential indicators for 2015/16 at its meeting on 3 March 2015. Taken together, the indicators demonstrate that the council’s capital investment plans are affordable, prudent and sustainable.

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

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

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

Table 3 – Comparison of outstanding debt with Authorised Limit and Operational Boundary 2015/16

	Authorised limit	Operational boundary
Indicator set	£376.0m	£365.0m
Less PFI element	-£57.0m	-£57.0m
Indicator less PFI element	£319.0m	£308.0m
Maximum amount o/s in first half of year	£224.9m	£224.9m
Variance	(*) £94.1m	£83.1m

(*) cannot be less than zero

Performance

The series of charts in Appendix 2 provide a summary of the performance for both the debt and investment portfolios.

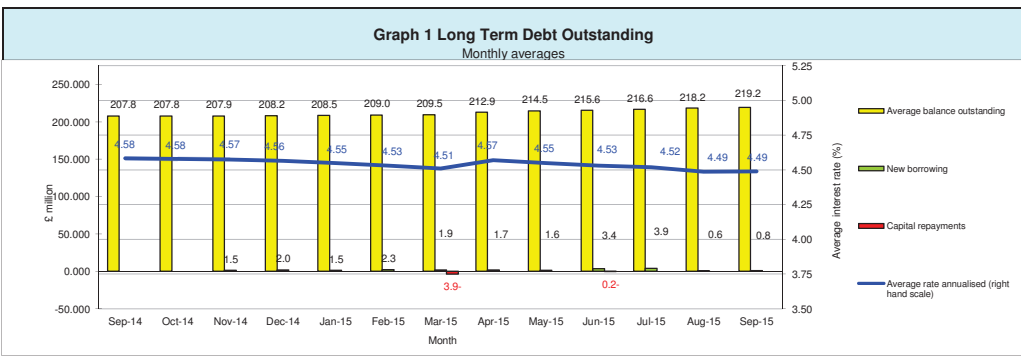
The graphs below show the monthly averages of borrowing and investments outstanding, monthly cashflows and the average monthly cost/return on debt/investments, over a thirteen month period.

Graph 1

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

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

£0.8m of new debt was raised in Sept 2015. This was part of the £360 Loan.



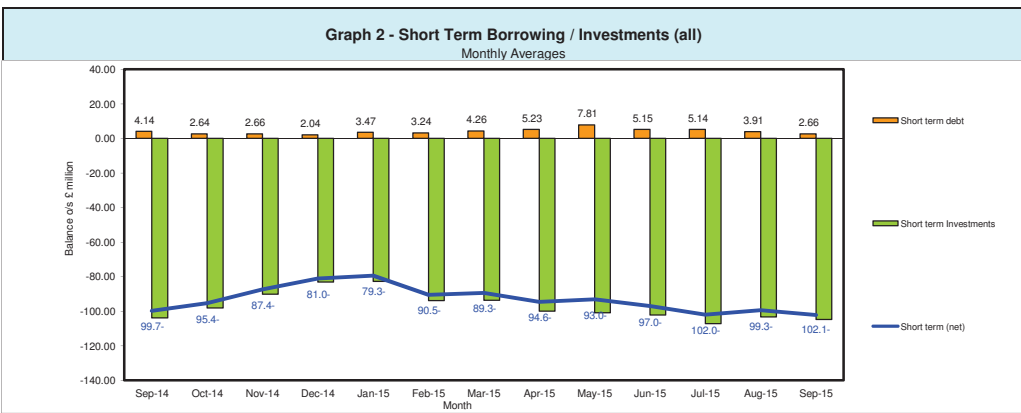
Graph 2

This graph shows the average monthly balance outstanding for:

- short term debt
- short term investments

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

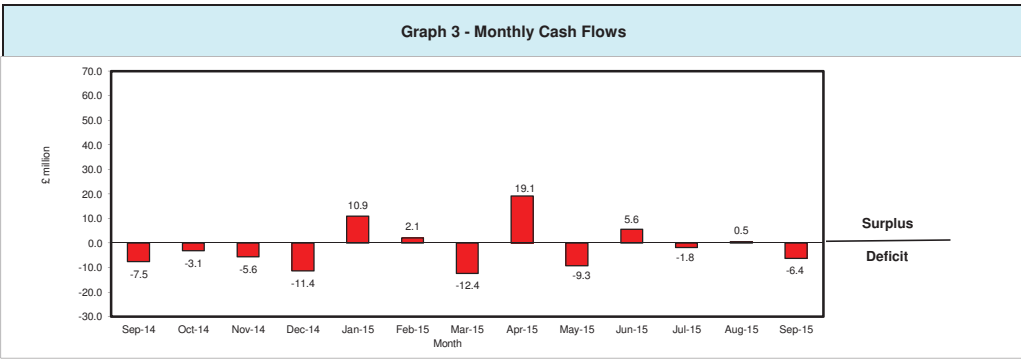
Short term debt includes the monies held on behalf of South Downs National Park Authority.



Graph 3

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

Cashflow movements have resulted in a deficit for the month.

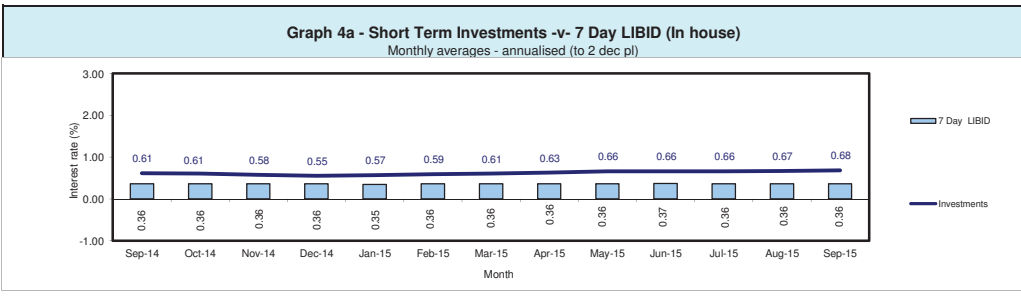


Graph 4a

This graph compares the average return on short term investments with the average 7 Day LIBID rate.

The target is for the return on short term investments to exceed the 7 Day rate by 5% in a 12 month period

In house investments continue to meet the benchmark target rate of return.

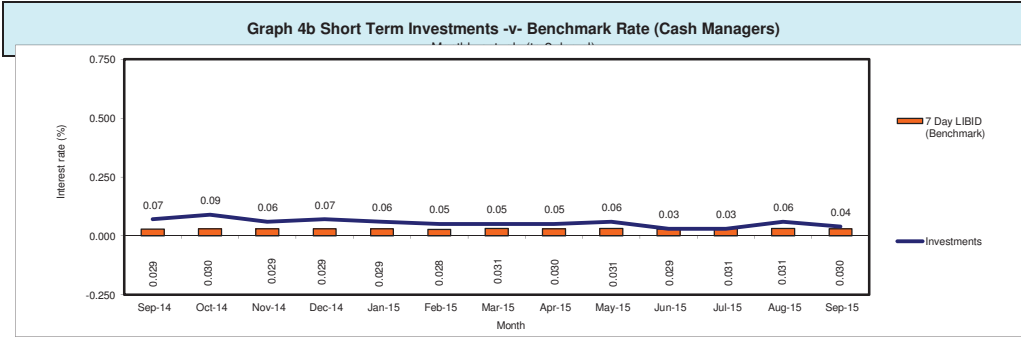


Graph 4b

The cash manager performance fluctuates due to changes in the value of the investments. Performance has been above benchmark target levels in 10 of the past 12 months.

This graph compares the average return on the fund with a benchmark of 7 Day LIBID (compounded weekly).

The target is for the return on investment to exceed the benchmark rate by 5% in a 12 month period.

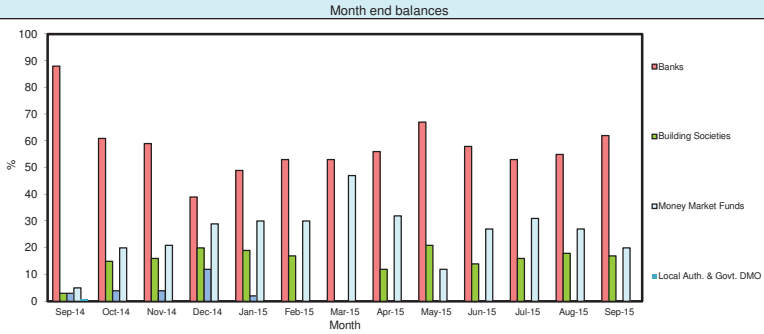


Investments by Sector

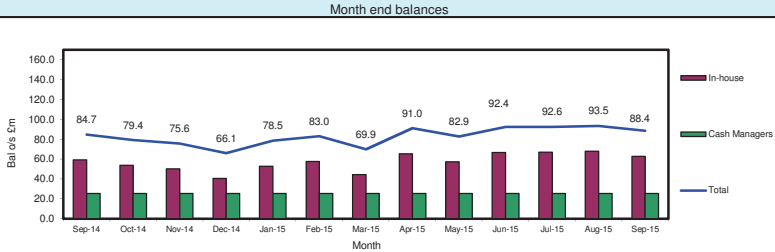
The 2014/15 Treasury Policy Statement states that with the exception of the banking sector and money market funds, no one sector shall have more than 75% of the investment portfolio at the time an investment is made. As at end of Sept 2015 investments were made as follows:-

SWIP External Managers	£m		
		25.59	
In-house Investments - Banks			
Barclays Bank plc		9.000	
Lloyds Bank plc		9.503	
Royal Bank of Scotland		3.013	
Santander UK Plc		8.501	
Standard Chartered Bank		9.000	
		<u>39.017</u>	62.1 %
Local Authority			
		<u>0.000</u>	0.0 %
Money Market Funds			
Aberdeen Global Liquidity Fund		1.294	
BNP PARIBAS INSTICASH STERLING - Lux		9.975	
CCLA - Public Sector Deposit Fund		0.200	
Goldman Sachs Funds Plc		0.031	
Ignis Liquidity Fund		0.726	
Insight Liquidity Funds Plc		0.616	
Morgan Stanley Sterling Liquidity Fund		0.002	
State Street services		<u>12.844</u>	20.4 %
In-house Investments - Building Societies			
Leeds Building Society		3.000	
Nationwide Building Society		8.000	
		<u>11.000</u>	17.5 %
TOTAL - In-house Investments		<u><u>62.861</u></u>	100.0 %

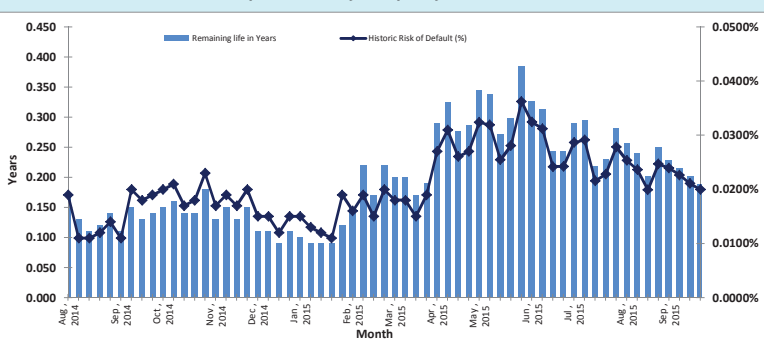
Graph 5a - Investments by Sector (In-house)



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



Graph 6 - Security & Liquidity of Investments



Graph 6

Members agreed, as part of the 2014/15 Treasury Policy Statement, to set a maximum indicator for risk at 0.05%. Table 6 shows the risk factor to be well below the maximum set.

3.0

Prudential Indicators (Treasury Management)

The Council sets each year a number of prudential indicators for treasury management. The following tables show that these indicators have not been exceeded in the month of Sept 2015.

Gross Outstanding Debt (£millions)		
	Debt	PFI
Authorised limit	319	57
Operational boundary	308	57
Minimum o/s	224	-
Maximum o/s	225	-

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

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

Net Outstanding Debt (£millions)		
	Debt	PFI
Minimum capital financing requirement	278	57
Maximum net debt o/s	148	-

Debt Maturity Profile (%ages)					
	<12 mths	1-2 yrs	2-5 yrs	5-10 yrs	≥10 yrs
Maximum limit	40.0	30.0	40.0	75.0	100.0
Minimum limit	0.0	0.0	0.0	0.0	50.0
Maximum o/s debt	1.5	1.6	1.7	14.1	81.1

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

Subject:	Life Events Fees and Charges for 2015/16 / 2016/17		
Date of Meeting:	3 December 2015		
Report of:	Interim Executive Director of Finance and Resources and Head of Legal & Democratic Services		
Contact Officer:	Name:	Paul Holloway	Tel: 29-2005
	Email:	Paul.holloway@brighton-hove.gcsx.gov.uk	
Ward(s) affected:	All		

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

- 1.1 This report sets out the proposed fees and charges for the final quarter of this financial year, 2015/16, and for the financial year 2016/17, for Bereavement Services and the Register Office within Life Events, which is now in Legal and Democratic Services.

2. RECOMMENDATIONS:

- 2.1 That Members are requested to approve a proposal to increase fees and charges for Life Events services as set out in the appendices, for the last quarter of the current financial year (2015/16) and for the financial year 2016/17.

3. CONTEXT/ BACKGROUND INFORMATION

- 3.1 Brighton & Hove City Council adopted a Corporate Fees & Charges Policy in 2008. The main aims of the policy were to ensure that:
- Fees and charges are reviewed at least annually including consideration of potential new sources of income;
 - Fees and charges are set after comparing with 'statistical nearest neighbours' (or other relevant comparator groups) and taking into account market, legal and other contextual information;
 - Unless set by a statute, fees and charges are set to recover full costs, including central overheads and capital financing, to ensure that services maximise potential for income generation from the services offered.
 - Subsidies and concessions are not applied unless approved by members;
 - The impact on financial inclusion is considered when setting fee levels.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 For Life Events this is another comprehensive review of fees and charges. As part of this, our charges have been benchmarked with neighbouring local authorities and service providers following previous in depth analysis last year. The exercise has been to review non – statutory fees and charges to demonstrate cost recovery, and where possible maximise income for the services offered. It is not within our power to increase statutory fees. Consultation with the Institute of Cemeteries and Crematorium Management (ICCM) and the General Register Office (GRO) has previously established there is not a legal obligation to consult with members of the public about non-statutory fees, as the Local Authority should have it's own policies for fee setting against services it provides. Brighton & Hove City Council adopted a Charges and Fees setting policy in 2008.
- 4.2 A further review of fees and charges may be carried out during the financial year 2016/17.
- 4.3 These proposals will potentially generate additional income of up to £37,000 in the remainder of the current financial year, 2015/16. Additional income potential for a full financial year (2016/17) would be up to £150.000, based on current service levels.

Bereavement Services

- 4.4 Fees and charges in Bereavement Services have been increased by inflation over the last three years and were subject to a comprehensive review last year. As part of the review, we have updated our benchmarking information and researched the fees currently charged for similar services in neighbouring districts including Worthing, Surrey, Eastbourne and the Downs Crematorium. This review has demonstrated that our fees are generally below other service providers and the proposal is therefore to bring our charges in line.
- 4.5 As well as a thorough benchmarking exercise, comprehensive unit costs analysis has established exactly what it costs B&HCC to provide the services offered to our customers
- 4.6 Appendices 1 to 4 contain changes to our fees and charges and indicate where there is a proposal to charge for new services that have not been charged for previously.
For clarity;
- Appendix 1 details proposed fee increases in the Bereavement Services area.
 - Appendix 2 details new fees for services previously not charged for in Bereavement Services.
 - Appendix 3 details proposed fee increases in the Registration Services area.
 - Appendix 4 details new fees for services previously not charged for in the Registration Services area. Benchmarking details are provided in all appendices, where possible.

- 4.7 There are no proposals to charge for the burial of children under 16 years of age, but the purchase of the Exclusive Right of Burial will continue to apply.
- 4.8 As part of this review, we have identified new business development opportunities for Bereavement Services.
- 4.9 The additional income is estimated to be up to £30,000 for the last quarter of the current financial year (1 January to 31 March 2016) and will contribute to proposed savings. A further £123,632 additional income is potentially possible for the whole of 2016/17.

Register Office

- 4.10 Fees and charges in Registration Services have been increased by inflation over the last three years. The same exercise has been carried out in this area, as detailed above with Bereavement Services. We have compared our current ceremony and non-statutory fees with those of our nearest neighbouring registration districts of West Sussex and East Sussex County Council plus other neighbouring districts such as Kent County Council, Hampshire County Council and Surrey County Council, This review has demonstrated that our fees are generally below other service providers and the proposal is therefore to bring our charges in line.
- 4.11 There is no increase to the minimum statutory charge of £46.00 for a basic Register Office marriage service.
- 4.12 Recent reviews of fees and charges have looked to simplify our pricing structure, so customers are clearer when different fees and charges will be applied. This has now been in place for the last 2 years and is embedded in the service and our fees and charges lists.
- 4.13 As part of this review, we have identified new business development opportunities for the Register Office.
- 4.14 The additional income is estimated as £6,500 for the last quarter of the current financial year (1 January to 31 March 2016) and will contribute to proposed savings. A further £26,000 additional income is potentially possible for the whole of 2016/17.

5. COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 Bereavement and Registration Services continue to work with customers and community groups, including multi-faith groups. Additional engagement with Funeral Directors and the General Register Office, alongside benchmarking information enables these realistic proposals to be put before members.

6. CONCLUSION

- 6.1 A full assessment of services provided, along with unit costings for every service and product, has ensured these proposals cover costs and bring our fees and charges in line with other service providers.

7. FINANCIAL & OTHER IMPLICATIONS:

7.1 Financial Implications:

An increase to fees and charges for Bereavement Services and Registration Services was previously approved by this committee in October 2014. The service had attempted to address significant income pressures by ensuring costs were covered and prices were raised but still remained competitive. Currently, income pressures still remain, due mostly to the welcome decline in the death rate nationally. The latest prediction is for a pressure of £0.070m in 2015/16 for the services covered in this report.

With the increases proposed, it is expected that up to £0.037m will be generated in the current financial year and £0.150m in 2016/17. With income targets due to increase by 2% next year and assuming income pressures remain at the same levels, this would reduce the expected surplus down to £0.032m for 2016/17.

Finance Officer Consulted: Peter Francis

Date: 23.11.15

7.2 Legal Implications:

Where non statutory services are provided, the Council has power to charge for these services at a rate determined by the Council, having regard to any Corporate Charging Policy that is in place. S93 of the Local Government Act 2003 limits such charges to a model of full costs recovery.

Lawyer Consulted: Elizabeth Culbert

Date 061115

7.3 Equalities Implications:

An Equalities Impact Assessment has been carried out in both Bereavement and in Registration Services. Whilst there are proposed increases in both areas, consideration has been given, to ensure there is no specific impact on any one group, and low cost services remain available.

7.4 Sustainability Implications:

None

7.5 Any Other Significant Implications:

None

SUPPORTING DOCUMENTATION

Appendices:

1. Bereavement Services increase proposals with benchmarking
2. Bereavement Services new fees proposals for services not currently charged for
3. Registration Services increase proposals with benchmarking
4. Registration Services new fees proposals for services not currently charged for.

Documents in Members' Rooms

None

Crime & Disorder Implications:

1.1 None

Risk and Opportunity Management Implications:

1.2 None

Public Health Implications:

1.3 None

Corporate / Citywide Implications:

1.4 None

31st October 2015

Bereavement Services: Benchmarking

Detailed is a comparison of our current and proposed fees with those of our nearest neighbours. A blank box indicates that fees are not comparable e.g. they do not offer all of the same service or prices were not easily accessible. Proposed fee increases are either 5 % overall with the exception of the main cremation charges which have been benchmarked and unit costs covered.

Service	Description of Fee	Current Fee 15/16	Proposed New Fee January 2016	January 2016 5% or various % increases	Worthing	Eastbourne	Downs Crem	Bournemouth and Poole	Mortlake and Easthampstead	Hastings	Lewes	York
Crematorium fees	Foetal remains, a still-birth or a child less than 16 years	£0	£0	0	£46		TBC	£15	£40			
	Over 16 Monday to Friday Hospital authority/public health act administered 9am & 9:30am	£300	£430	43%	£515 Public health		TBC					
	Over 16 Monday to Friday up to and including 8:30am (no use of chapel, Monday & Tuesdays only)	£300	£330	10%	£240 no chapel use		£407 1 st slot	£680 inc music ,med ref,surcharge,storage and strewing	£554 EH no service			
	Over 16 Monday to Friday up to and including 10:00am	£400	£430	7.5%	£515 (To 10AM)		£572 committal only	£680 inc music ,med ref,surcharge,storage and strewing	£365 Mortlake	£505 (£440 plus £65 surcharge)		
	Over 16 Monday to Friday after 10:00am	£600	£620	3.33 %	£675	£620	£572 from 26.9.15	£680 inc music ,med ref,surcharge,storage and strewing	£575 Mortlake £739 EH	£615 (£550 plus £64 surcharge)		£815
	Over 16 weekends and public holidays	£798	£850	6.5%			£858 Sat Am £1144 Sun & BH £572 child		£900 Sat £1000 Sun			
	Additional 30 minute period or use of chapel only-extended service time or form memorial service	£150	£157	5%	£155	£150	£286 Mon to Fri and £429 Sat am.	£110	£300 Mortlake £245 EH	£100 inc organ	£48	£95
	Use of chapel for Service at weekends- Sat/Sun/BH -Adult or Child under 16	£198	£230	16.2%								

Service	Description of Fee	Current Fee 15/16	Proposed New Fee January 2016	January 2016 5% or various % increases	Worthing	Eastbourne	Downs Crem	Bournemouth and Poole	Mortlake and Easthampstead	Hastings	Lewes	York
	Private viewing by arrangement between 10am and 4pm Monday to Friday (not Christmas day)	£40	£42	5%								
Genealogy research	For undertaking a search of a named person by post	£20	£21	5%	£17.50	£5	£19 search £19 certificate	£22 1 st half hour and same for 2 nd half hour-max £84	£28.50 Mortlake	£27	£23	
	For undertaking a search of a named person direct to office in person	£14	£15	5%								
	For undertaking a search of each subsequent person by post	£14	£15	5%								
	For undertaking a search of each subsequent person direct to office in person	£13	£14	5%								
	For providing a plan of the cemetery indicating the location of the grave space	£13	£14	5%								
	For providing a colour digital image of the grave space	£20	£21	5%								
Memorialisation - Remembrance Garden	Remembrance garden log with commemorative plaque for a ten year period	£175	£205	5%								
	Remembrance garden log with commemorative plaque option to renew for an additional five years	£98	£103	5%					£80			
	Remembrance garden log with commemorative plaque optional motif added to commemorative plaque	£17	£18	5%								
	Remembrance garden log with commemorative plaque additional or replacement flower receptacle	£32	£34	5%								
	Remembrance garden rose bush with commemorative plaque for a ten year period	£310	£326	5%		£311 for 5 years				£270		£425 10 years
	Remembrance garden rose bush with plaque option to renew for an additional five years	£154	£162	5%						£135	£0	£120 5 years
	Remembrance garden tree with commemorative plaque for a ten year period	£623	£654	5%		£568 10 years				£300		

Service	Description of Fee	Current Fee 15/16	Proposed New Fee January 2016	January 2016 5% or various % increases	Worthing	Eastbourne	Downs Crem	Bournemouth and Poole	Mortlake and Easthampstead	Hastings	Lewes	York
	Remembrance garden tree with commemorative plaque option to renew for an additional five years	£310	£326	5%						£150		
	Remembrance garden tree with commemorative plaque provision of yorkstone plinth for an additional plaque	£126	£132	5%								
	Remembrance garden children's memorial plaque for a ten year period	£92	£97	5%								
	Remembrance garden children's memorial plaque option to renew for an additional five years	£46	£48	5%								
	Remembrance garden memorial seat with commemorative plaque for a ten year period	£1,445	£1517	5%	£1,260			£924				£1200 10 years
	Remembrance garden memorial seat with plaque option to renew for an additional five years	£640	£672	5%				£317				£205 5 years
	Remembrance garden replacement plaque for remaining period of original purchase	£90	£95	5%				£121	£120			
	Remembrance garden replacement plaque for memorial seat for remaining period of original purchase	£108	£113	5%								
Memorialisation-Tree of Memory	Memorial Tree-Lease for Engraved Leaf for 2 years	£105	£110	5%								
	Memorial Tree-Lease for Engraved Leaf for 5 years	£150	£158	5%								
	Memorial Tree-Lease for Engraved Leaf for 10 years	£225	£236	5%								
	Memorial Tree-Renewal each additional year	£15	£16	5%								
Memorialisation Hall of Memory	Hall of memory recordia panel for a ten year period	£180	£189	5%	£130 2 lines for 5 years					£230		

Service	Description of Fee	Current Fee 15/16	Proposed New Fee January 2016	January 2016 5% or various % increases	Worthing	Eastbourne	Downs Crem	Bournemouth and Poole	Mortlake and Easthampstead	Hastings	Lewes	York
	Hall of memory option to renew for an additional five years	£90	£95	5%	£77 5 year extension					£115		
Memorialisation - Lawn Grave	Lawn graves desktop tablet	£800	£840	5%								
	Lawn grave Memorial lettering (per letter) cut and raised lead	£8	£8	5%								
	Lawn grave Memorial lettering (per letter) sand blasted and gild	£6	£6	5%								
	Lawn grave Supply and fix ceramic photograph	£310	£326	5%								
	Lawn grave Additional inscription fee	£76	£80	5%	£50				£80		£82	£65
	Lawn grave Take down/re-fix memorial	£179	£188	5%								
Memorialisation - Bulb Remembrance	Bulb remembrance 50 crocus bulbs	£50	£53	5%	£26 for 25 bulbs					£40		
	Bulb remembrance 20 daffodil bulbs	£50	£53	5%								
Memorialisation - Book of Remembrance	Book of remembrance two line entry	£65	£68	5%	£67	£78		£59	£50	£60		£80
	Book of remembrance five line entry	£110	£116	5%	£84	£141		£99	£65	£99		£125
	Book of remembrance eight line entry	£160	£168	5%	£91	£169				£138		£155
	Book of remembrance floral or other emblem with a five line entry	£180	£189	5%	£164	£202		£228	£125	£209		£175
	Book of remembrance floral or other emblem with a eight line entry	£210	£221	5%	£171	£224				£268		£210
	Book of remembrance service badge crest or shield with floral or other emblem with five line entry	£170	£179	5%	£169					£229		£200
	Book of remembrance service badge crest or shield with floral or other emblem with eight line entry	£213	£224	5%	£176					£268		£240
	Book of remembrance full coat of arms with an eight line entry	£272	£286	5%	£196					£267		£280
Memorialisation - Remembrance Card	Remembrance card two line entry	£50	£53	5%	£50	£33		£51	£55	£60		£55
	Remembrance card five line entry	£69	£72	5%	£57	£48		£66	£65	£99		£72
	Remembrance card eight line entry	£90	£95	5%	£62	£60				£138		£82

Service	Description of Fee	Current Fee 15/16	Proposed New Fee January 2016	January 2016 5% or various % increases	Worthing	Eastbourne	Downs Crem	Bournemouth and Poole	Mortlake and Easthampstead	Hastings	Lewes	York
	Remembrance card floral or other emblem with a five line entry	£140	£147	5%	£137			£103	£130			£135
	Remembrance card floral or other emblem with a eight line entry	£160	£168	5%	£142				£150			£188
	Remembrance card service badge crest or shield with floral or other emblem with five line entry	£158	£166	5%	£142	£88						£170
	Remembrance card service badge crest or shield with floral or other emblem with eight line entry	£190	£200	5%	£147	£98						£205
	Remembrance card full coat of arms with an eight line entry	£240	£252	5%	£167							£250
Memorialisation - Mini book of Remembrance	Mini book of remembrance two line entry	£80	£84	5%	£62	£60		£55	£65	£60		
	Mini book of remembrance five line entry	£101	£106	5%	£67	£71			£80	£99		
	Mini book of remembrance eight line entry	£120	£126	5%	£74	£93				£125		
	Mini book of remembrance floral or other emblem with a five line entry	£160	£168	5%	£147	£106			£140			
	Mini book of remembrance floral or other emblem with a eight line entry	£180	£189	5%	£154	£121						
	Mini book of remembrance service badge crest or shield with floral or other emblem with five line entry	£173	£182	5%	£152							
	Mini book of remembrance service badge crest or shield with floral or other emblem with eight line entry	£191	£201	5%	£159	£106						
	Mini book of remembrance full coat of arms with an eight line entry	£246	£258	5%	£179	£121						
Memorialisation - Additional card/book entries	Additional card/book entries two line entry	£35	£37	5%	£43	£23						
	Additional card/book entries five line entry	£48	£50	5%	£49	£38						
	Additional card/book entries eight line entry	£68	£71	5%	£55	£48						
	Additional card/book entries floral or other emblem with a five line entry	£120	£126	5%		£71						

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Bereavement Services: New Fees for services not currently charged for

A comparison of our proposed new fees with those of our nearest neighbours:

(A blank box indicates that fees are not comparable e.g. they do not offer all of the same service or prices were not easily accessible. Fees and charges are correct at time of researching.)

Service	Description of Fee	Existing Fee 2015	Proposed New Fee From January 2016	East Hampstead	Worthing	Eastbourne	Mortlake	Bournemouth and Poole	Chichester	Hastings	Downs	Lewes
Disposal of cremated remains	Witnessed strewing for a person cremated at another crematorium or Woodvale Saturday morning only	£0	£85	£163 plus £28 for weekends		£80 Sat						
	Duplicate Cremation Certificate	£0	£15									
	Split of Cremated remains	£0	£25									
	Adult or Child under 16- Use of chapel for Service at weekends- Sat/Sun/BH	£0	£230								£572	
Burial fees – Purchase of Exclusive right of Burial for 50 years	Right of Burial plot for Cremated Remains -Adult	£0	£580	£323	£320		£508	£650		£615		
	Right of Burial plot for Cremated Remains –Child up to 16 years of age	£0	£120	£124				£293		£615		

Registration Services: Benchmarking Fees

Comparison table of Standard Fees proposed with current fees charged by other districts

Detailed is a comparison of our current and proposed fees with those of our nearest neighbours. A blank box indicates that fees are not comparable e.g. they do not offer all of the same service or prices were not easily accessible. Proposed fee increases are either 5 % overall ,which have been benchmarked and unit costs covered.

Service	What is charged for	Fee 2015/16	Proposal fee January 2016	January 2016 5%	West Sussex County Council	East Sussex County Council	Hampshire County Council	Surrey County Council	Kent County Council
Marriages & civil partnerships: Register Office	Monday to Thursday	£46	£46	£0	£46	£46	£46	£46	£46
Marriages & civil partnerships: Regency Room Brighton Town Hall	Monday to Thursday	£152	£160	5%	£183-£407		£270	£115	£215-£801
	Friday	£217	£228	5%	£234-£450		£331	£200	£215-£801
	Saturday	£342	£359	5%	£260-£552		£547	£260	£327-£1071
	Sunday and ordinary bank holidays	£441	£463	5%	£336-£608		£588		£440-£1240
	Special days	£441	£463	5%	£336-£608		£588		£440-£1240
Marriages & civil partnerships: -other approved venues Within Brighton and Hove	Monday to Thursday	£417	£438	5%	£407	£440	£413	£410	£436
	Friday	£452	£475	5%	£450	£455	£486	£470	£436
	Saturday	£467	£490	5%	£552	£485	£547	£470	£592
	Sunday and ordinary bank holidays	£567	£595	5%	£608	£540	£588	£520	£678
	Special days	£567	£595	5%	£608	£540	£588	£520	£678
Fitzherbert Room Brighton Town Hall	Monday – Thursday	£92	£97	5%		£115	£157	£80	
	Friday	£102	£107	5%		£145	£167	£80 am	
	Saturday	£342	£359	5%		£220	£229		
	Sunday and Bank Holiday	£342	£359	5%		£355	-		

Service	What is charged for	Fee 2015/16	Proposal fee January 2016	January 2016 5%	West Sussex County Council	East Sussex County Council	Hampshire County Council	Surrey County Council	Kent County Council
Fees for Preliminaries Marriages and Civil Partnerships	Enter notice of marriage/civil partnership	£35	£35	Statutory fee		£35		£35	
	Pre-ceremony meeting Monday to Friday	£55	£58	5%		£55			Rehearsal £94
	Pre-ceremony meeting Saturday	£110	£115	5%		£110			Rehearsal £137
	Ceremony amendment fee	£30	£31.50	5%					£25
	Appointment cancellation fee	£35	£37	5%		£35			
	Appointment no show penalty fee	£35	£37	5%					
	Admin fee BTH & approved venues	£100	£105	5%					
	Admin fee RO	£56	£59	5%					
	Referral top up fee HO	£12	£13	5%					

Service	What is charged for	Fee 2015/16	Proposal fee January 2016	January 2016 5%	West Sussex County Council	East Sussex County Council	Hampshire County Council	Surrey County Council	Kent County Council
Non-statutory fees (Naming, Renewal of Vows and Commitment ceremonies)	Regency Room & Fitzherbert Room -Monday-Friday	£152	£160	5%	£179-£403	£150	£131-£141		£249
	Regency Room & Fitzherbert Room - Saturday	£342	£359	5%	£256-£548	£195	£208		£249
	Regency Room & Fitzherbert Room -Sunday, Bank holidays	£441	£463	5%	£332-£604	£295	N/A		£249
	Approved venues -Monday - Friday	£452	£475	5%	£403-£446	£195	£294-£333		£249
	Approved venues -Saturday	£467	£490	5%	£548	£195	£385		£249
	Approved venues -Sunday, Bank holidays,	£567	£595	5%	£548-£604	£295	£417		£249
Winter Fees Jan1-Mar 31 2015 Non-statutory Marriage and Civil Partnership Ceremony fees	Regency Room -Monday-Thursday	£80	£84	5%					
	Regency Room - Friday	£150	£158	5%					
	Regency Room - Saturday	£240	£252	5%					
	Regency Room -Sunday, Bank holidays	£345	£362	5%					
	Fitzherbert room -Monday - Thursday	£70	£74	5%					
	Fitzherbert room -Friday	£76	£80	5%					
	Fitzherbert room -Saturday	£256	£269	5%					
	Approved venues -Monday - Thursday	£305	£320	5%					
	Approved venues - Friday	£330	£347	5%					
	Approved venues -Saturday	£345	£362	5%					
	Approved venues -Sunday, Bank holidays	£420	£441	5%					
	What is charged for	Fee 2015/16	Proposal fee January 2016	January 2016 5%	West Sussex County Council	East Sussex County Council	Hampshire County Council	Surrey County Council	Kent County Council

Marriages and Civil Partnerships-Evening Fees	Regency Room Monday-Thursday	£252	£265	5%					
	Regency Room -Friday	£302	£317	5%					
	Regency Room -Saturday	£452	£475	5%					
	Regency Room Sunday and Bank holidays	£542.	£569	5%					
	Approved venues-Monday - Thursday	£452	£475	5%					
	Approved venues-Friday	£452	£475	5%					
	Approved venues-Saturday	£502	£527	5%					
	Approved venues-Sunday, Bank holidays,	£602	£632	5%					
	Evening Fees surcharges Licensed venues 6pm to 10pm					£150			
	Evening Fees surcharges Licensed venues 10pm to 8am					£100			
	Evening Fees surcharges Licensed venues 5pm to 10pm					£250			
	Evening Fees surcharges Licensed venues 10m to 9am					£200			
	Marriages and Civil Partnerships-Conversion Ceremonies to Marriage	Regency Room Monday-Thursday	£107	£112	5%				
Regency Room- Friday		£172	£181	5%					
Regency Room - Saturday		£297	£312	5%					
Regency Room Sunday, Bank holidays		£396	£416	5%					
Approved venues Monday - Thursday		£372	£391	5%					
Approved venues- Friday		£407	£427	5%					
Approved venues Saturday		£422	£443	5%					
Approved venues Sunday, Bank holidays		£522	£548	5%					

	What is charged for	Fee 2015/16	Proposal fee January 2016	January 2016 5%	West Sussex County Council	East Sussex County Council	Hampshire County Council	Surrey County Council	Kent County Council
Nationality Checking Service	Adult	£75	£79	5%	£75		£85		
	Child	£75	£79	5%	£50		£85		
	Cancellation Fee	£12	£13	5%					
	Premium appointment fee	£12	£13	5%					
Citizenship ceremonies	Brighton Town Hall Private Ceremony- Monday to Thursday	£112	£118	5%		£95			
	Brighton Town Hall Private Ceremony- Friday	£168	£176	5%					
	Brighton Town Hall Private Ceremony- Saturday	£255	£268	5%					
	Brighton Town Hall Private Ceremony- Sunday, Bank holidays,	£280	£294	5%					
	Approved venues Private Ceremony- Monday – Friday	£370	£389	5%					
	Approved venues Private Ceremony- Saturday	£400	£420	5%					
	Approved venues Private Ceremony- Sunday, Bank holidays	£488	£512	5%					
Licensing for ~Approved Marriage Venues	One Room	£1,518	£1594	5%	£1790				
	Two Rooms	£1,881	£1975	5%					
	Three Rooms	£2,257	£2370	5%					
	Additional Rooms	£242	£254	5%	£307				
	What is charged for	Fee 2015/16	Proposal fee January 2016	January 2016 5%	West Sussex County Council	East Sussex County Council	Hampshire County Council	Surrey County Council	Kent County Council
Registrars Extra Fees	Priority service fee on top of usual certificate charge	£10	£11	5%		£15.00			

	Express 'while you wait' certificate service	£20	£21	5%					
	Notice Appointment cancellation fee	£35	£35	Statutory fee					
	Notice Appointment no show charge	£35	£35	Statutory fee					
	Register office ceremony cancellation charge	£54	£54	Statutory fee					£45
	Religious venues ceremony cancellation charge	£86	£86	Statutory fee					
	AP Ceremony cancellation charge	£100	£105	5%					
Name Deeds	Adult	£52	£55	5%		£60.00			
	Extra Copy	£10	£11	5%		£10.00 at time £20 later			
	Child	£58	£61	5%		£60.00			
Retail Fees	Bubble blowers	£0.50	£1	5%					
	Rice confetti	£2.50	£3	5%					
	DVD of ceremony original copy	£76.	£80	5%					
	DVD of ceremony additional copies	£6.60	£7	5%					
	Internet broadcast of ceremony	£77	£81	5%					
	Pack of invitations	£2	£2	5%					
	Lamination of certificates	£1.80	£2	5%					
	Birth Wallets	£5.	£5	5%					
	Wall chart	£5.	£5	5%					
	Union Jack flags	£1	£1	2%					
	Union Jack umbrella	£5	£5	2%					
	Paperweight	£8	£8	2%					

Registration Services: New Fees Proposed for services not currently charged for

Comparison table of Non Statutory New Fees proposed with current fees charged by other districts

Service	What is charged for	Fee 2015/16	Proposal fee January 2016	West Sussex County Council	East Sussex County Council	Hampshire County Council	Surrey County Council	Kent County Council
Extra fees	Postage and packing-handling fee for copy certificates	£0.00	£1.00					
	Postage- Special Delivery charges for Priority certificates	£0.00	£7.00					
	Postage- Overseas charges for certificates	£0.00	£6.00					
	Non statutory 'Commemorative' certificates	£0.00	£10.00		£10.00			
	Optional copy of ceremony-paper version	£0.00	£25.00					

Subject:	Support Functions Review		
Date of Meeting:	3 December 2015 – Policy & Resources Committee 17 December 2015 - Council		
Report of:	Interim Executive Director of Finance & Resources		
Contact Officer:	Name:	Rachel Musson	Tel: 29-1333
	Email:	Rachel.musson@brighton-hove.gov.uk	
Ward(s) affected:	All		

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

- 1.1 The report updates the Policy & Resources Committee on the outcome of the Support Function Review. On balance, the findings of the review indicate that joining the newly forming local shared service arrangement is for most cases, the preferred option for meeting the council's requirements. The report recommends that Brighton & Hove City Council (BHCC) becomes a founding partner of Orbis, which is currently established as a joint committee of East Sussex County Council (ESCC) and Surrey County Council (SCC) to provide a full range of support functions.
- 1.2 Adding the Revenues & Benefits service presents an opportunity for the council to lead within the partnership as a 'centre of excellence' in this area, increasing opportunities for growth for the service.
- 1.3 Performance, Improvement and Programmes and Customer Experience functions are not included within the partnership activities, so are not proposed as part of the recommendations.
- 1.4 Joining Orbis will support the council's priorities in delivering the required level of savings to contribute to predicted budget gap over the next 4 years whilst providing resilient and sustainable, locally based support functions that will help the council to:
- continue to make the best use of its resources;
 - deliver transformational change;
 - work closely with neighbouring local authorities and the wider public sector to support the development of devolution proposals for Greater Brighton and in the South East region.
- 1.5 This option also helps to ensure the city retains talent locally and continues to support the local and regional economy.
- 1.6 The report assumes that the savings contribution required from support functions will be in line with the overall predicted 4 year budget gap which will require savings of circa 30% on the council's General Fund services. However, this may

change as budget proposals are developed as part of the 4 year Integrated Service & Financial Planning process.

2 RECOMMENDATIONS:

That the Policy & Resources Committee:

- 2.1 Note the update on the wider Support Functions Review, as detailed in this paper.
- 2.2 Agrees that the council enters into an intra-authority agreement with the Orbis partners.
- 2.3 Agrees that the following BHCC services partner with Orbis:
 - ICT
 - Internal Audit & Corporate Fraud
 - Human Resources & Organisational Development
 - Property & Design
 - Finance & Procurement
 - Revenues & Benefits
- 2.4 Agrees that these services are delivered through Orbis as soon as practicable, with the timing of operational changes being subject to due diligence¹.
- 2.5 Recommends to Full Council that:
 - Brighton & Hove City Council joins the Orbis Joint Committee as a founding partner, with the terms of reference as set out in appendix 2 (as they now stand) subject to necessary modifications to reflect expanded membership and the Council's committee system.
 - It appoints Cllr Les Hamilton to the Orbis Joint Committee on behalf of BHCC.
- 2.6 Subject to Council agreeing to recommendation 2.5 above and satisfactory due diligence, delegate the power to enter into the inter-authority agreement and the power to make the final decision on operational changes to the Chief Executive, Section 151 Officer and the Monitoring Officer and authorise the same to take all steps necessary or incidental to the implementation of the recommendations.

3 CONTEXT/ BACKGROUND INFORMATION

- 3.1 As previously identified in updates to this Committee, the services in scope for the Support Functions Review are:
 - Finance & Procurement
 - Human Resources & Organisational Development
 - ICT

¹ In simple terms, 'due diligence' is a detailed audit or investigation of a potential investment, contracting or partnering arrangement. The Section 151 officer will lead the Due Diligence process in consultation with Members through a cross party working group.

- Internal Audit & Corporate Fraud
 - Legal & Democratic Services (Legal developing Orbis Public Law separately and Democratic Services not in Orbis)
 - Performance, Improvement & Programmes (PIP) (Not proposed to join Orbis)
 - Property & Design (Scope of service in Orbis to be confirmed)
 - Revenues & Benefits
- 3.2 Some of these services are also delivered outside Finance & Resources and Legal & Democratic Services, for example procurement functions in Children's and Adult's Services or ICT services in the Libraries and Museums services. These services may or may not be included in the Orbis partnership. An assessment of suitability will be made during due diligence.
- 3.3 The total cost of delivering the services outlined is circa £24m². The services in scope for the review provide strategic support, such as helping service managers achieve transformational change and developing the budget and medium term financial strategy. They also provide operational services, such as running the council's human resources and financial systems and providing a wide range of transactional services. While the Revenues & Benefits service is a front line service, it has been included within this review because opportunities for service redesign, working in partnership with others or outsourcing are similar in nature to operational support functions.
- 3.4 Support functions must be able to provide effective support to the council whilst also ensuring value for money and making a fair contribution to the savings required. This paper assumes that support functions will need to contribute savings in the region of £8m representing 30% of the total cost, in line with the overall requirement to meet the predicted 4 year budget gap.
- 3.5 The council is a major employer in the city and any redesign of the way services are delivered also needs to consider the impact on the local economy.
- 3.6 The Policy & Resources Committee in March 2015 approved the full exploration of the option to join a newly created shared service formed by East Sussex and Surrey County Councils (then known as South East Business Services (SEBS) and now rebranded as Orbis). Approval included the development of an outline business case whilst remaining open to alternative models such as outsourcing. It also updated the Committee on ongoing work to develop an internal trading model, which would be required for any future service model.
- 3.7 A further report was taken to the Policy & Resources Committee on 9 July 2015, updating the committee on the progress of the Support Function Review, including the development of the internal trading model, further exploration of the option to join Orbis as a founding partner, and information about a related "Management Spans and Accountability" initiative.

² The £24m is the cost of running these services. For example, it includes the cost of managing property on behalf of services but excludes landlord costs such as utilities and maintenance.

4 ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

4.1 Following the work to develop an internal trading model and a good understanding of baseline service cost and quality, all available options were considered. A shortlist of four main options was developed as follows:

- “Do nothing” option: not to make the 30% savings within the Support Functions and continue to support the rest of the organisation as it delivers the required 30% savings across other services. This is clearly not tenable and was not taken forward. Support functions cannot be immune to the financial challenges faced by the organisation as a whole.
- Retain and redesign in-house and reduce costs by 30% over 4 years
- Joining the Orbis Partnership
- Outsourcing

The analysis for the three potentially viable options are summarised below. A detailed evaluation of the options is available in Appendix 1.

In-house

- 4.2 Under this option, services would be retained within BHCC and savings delivered through far-reaching service redesigns. Analysis shows that whilst for some services there are advantages for remaining in-house, there are clear disadvantages identified with this option. For example, the impact of achieving 30% savings in-house would mean that support functions would need to reduce capacity and deteriorate their service levels. Services would be likely to lose expertise and become much less resilient. This means that over time some functions will not be able to provide effective or quality services and will not meet customer requirements.
- 4.3 Under this option there will be substantial impact on the services resilience to support change across the council. This will put at risk other services’ 4 year savings plans and their ability to redesign to meet increasing demand.
- 4.4 It would be possible but very challenging for support functions to achieve 30% savings under this option, as it would significantly reduce their capacity to support other services through the necessary organisational change ahead. It could also lead to costs growing back elsewhere as services could look to plug gaps in support service provision.
- 4.5 The in-house option also misses out on benefits achieved through economies of scale and any investment would be borne solely by the council at a time when there are substantial competing demands for limited investment capital. The council will also struggle to develop broader commercial opportunities under this option including increased trading.

Joining the Orbis Partnership

- 4.6 Partnerships work with a common goal to collaborate on and integrate services to provide functions across all partner bodies. There are benefits from creating efficient joint management structures, sharing systems and investment, and through standardised processes for support functions.

- 4.7 Consideration has been given to the possibility of joining existing shared services or creating a Brighton & Hove shared service. Analysis suggests that Orbis is probably the only one that can:
- deliver savings in time (because it is already in place with significant momentum, having already received expert external advice on its development, structure, legal make-up and financial business case);
 - work effectively with local partners from Greater Brighton to support Greater Brighton Devolution;
 - retain talent locally and so support the local economy;
 - provide a similar environment and culture through local authorities working together.
 - provide appropriate commercial opportunities for the services joining the partnership, through trading and new partnerships.
- 4.8 Orbis was established in April 2015 as a joint committee of East Sussex County Council and Surrey County Council. Its aspiration is to grow beyond the initial two founding partners to create further scale, resilience and efficiencies to deliver “a compelling alternative to the private sector in delivering support services”. Orbis is not a separate legal entity and cannot enter in to contracts itself. Instead, contracts are entered into jointly or severally by member councils. Details of the Joint Committee arrangements are set out in Appendix 2. BHCC assets would continue to be owned by the council and BHCC staff would remain employees of the council. The partnership would also provide wider employment opportunities to staff.
- 4.9 Orbis covers most of the support functions included in the review, but not Performance, Improvements & Programmes (PIP), Revenues & Benefits or Democratic Services. However, adding a Revenues & Benefits service presents an opportunity for the council to lead as a ‘centre of excellence’ in this area, increasing opportunities for growth for the service and adding resilience to the service offer.
- 4.10 The Orbis business plan is committed to 12.8% savings from removal of duplication as services integrate, and through process improvements and streamlining. This saving is shared by all partners and is not expected to have any impact on services provided. Further savings are expected through transformational change, realised by working in partnership across Orbis. Whilst transformational change may not provide all of the remaining 17.2% saving to meet the 30% requirement of BHCC, initial discussion with colleagues from Orbis indicate that the remaining saving could be achieved and mitigated by reviews of service pressures, reviews of service offer and service levels and the identification of opportunities that may be specific to Brighton & Hove. As a result, the impact of 30% savings delivered through Orbis on the effectiveness, quality and resilience of the services provided is likely to be less than the in-house and outsourcing options. Developing this option would require a complex programme of work and investment in programme resource would be needed.
- 4.11 Acknowledging the need for each Partner to be able to operate in partnership and also as sovereign organisations is an important and recognised

characteristic. Strategic influence and oversight of the services and support provided by Orbis will be managed through:

- membership of Joint Committee
- agreement of Orbis Business Plans
- membership of Joint Management Board and Policies
- development of Partner specific strategies e.g. information management and communications strategy, employment policies etc.

Appointment to positions in the Partnership will be evaluated as part of the due diligence process. It needs to be recognised that appointments to a number of roles have already been made in order to enable Orbis to deliver the Business Plan recently agreed by ESCC and SCC Cabinets. Early confirmation of BHCC as a founding Partner will enable the council to be integral to the implementation of the operating model for Orbis and the further design of management and service structures and recruitment to roles. If we were to delay any decision to join Orbis, we would risk losing the opportunity to shape the development of the service and there would be fewer opportunities for our staff to apply for management posts.

- 4.12 Any decision to join Orbis would need to be followed by a period of due diligence where further detail of how the partnership will operate would be agreed, and assurance provided that BHCC membership of the Partnership remains the best option for supporting the council's organisational objectives. Specifically, achievement of 30% savings for BHCC in line with 4 year savings plans would need to be an important focus area. The due diligence phase would also confirm the likely investment required and any changes to the current systems and how these changes could impact on our ability to deliver 30% savings across the council as a whole. The Section 151 officer would lead the Due Diligence process in consultation with Members through a working group.
- 4.13 The scale of Orbis, and its ambition for business growth, would provide increased commercial leverage and offer economies of scale to drive down costs and simultaneously increase sustainability and service resilience.
- 4.14 Through its member authorities Orbis will also retain the ability to contract externally for services within its overall business strategy by taking a partnership approach to such decisions to secure skills, capability and capacity where appropriate. In order to determine the appropriate delivery model, a rigorous evaluation of current services across the Partnership will be undertaken, to create modern, resilient, agile and cost effective business services contributing to enhanced public value for our residents. It should be noted, however, that Orbis is described as the compelling alternative to the private sector, and there are no plans for large-scale outsourcing of its services.
- 4.15 Due diligence will also need to be undertaken by the Orbis Partnership as part of any process for integrating a new founding partner into the Partnership.
- 4.16 Joining the Orbis partnership does not commit the council to adopting their business management software or other systems, but does offer more efficient use of resources and shared resilience. There may be opportunities to invest in a common system in the future and any investment would be subject to a separate

business case. Regardless, some level of investment would be required to integrate services.

- 4.17 Partnerships require all parties to work closely together to achieve common goals. This includes shared decision-making and common timelines. While this can provide great strength it would mean that the council would not have sole control over developing services. Orbis would require partners to enter in to a pooled budget arrangement. This could be realistically achieved by April 2017.

Outsourcing

- 4.18 Services are delivered by an external provider, for example, contracting out services or through a joint venture with the private sector. Based on professional advice received, the review has concluded that options are limited to pursuing existing outsourcing frameworks that are in place locally. This is because:
- the complexity and scope of services under review, means that the timescales to fully establish a new outsourcing framework are estimated at 18 months to select a new partner under European tendering rules and a further extended period of time to negotiate the framework;
 - This would not fit with the need for these services to be delivering savings throughout the period;
 - the number of frameworks joined would need to be limited to keep down the cost overhead of managing these;
 - the ability of staff to transfer to a new provider would depend on the location of the provider.
- 4.19 Research on local frameworks to which the council could have access, indicates potential for savings of up to 15-20%. Large providers can provide speed and depth of expertise while keeping costs down. With an existing outsourced arrangement, these could be accessed substantially quicker than developing a brand new contract.
- 4.20 Substantial preparation is still required before entering into an outsourced arrangement. Investment in systems would be significant and development of a strong commercial client-side function would be required to manage the contract, and prepare the council for change.
- 4.21 Based on the experience of others, there is also a substantial risk that transferring services to an outsourced framework, which has not been designed around the council's needs, would severely restrict those functions' ability to support the council through change and meet its savings targets.
- 4.22 This option would likely require a significant number of staff to be transferred to other work locations, often outside of the local area or region. While there may be the possibility of negotiating a Brighton & Hove location this would be expected to reduce the level of saving due to increased overheads.

5 CONSULTATION

- 5.1 Briefings have taken place with Unison and GMB and staff working in the Finance and Resources Directorate on the recommendation contained in this report. It is recognised by staff and union representatives that the proposal to work in partnership through Orbis is subject to a period of due diligence and that that they will have more opportunity to engage in the details as they emerge through this process. However they are concerned that they are able to clearly understand the detail of the transition into partnership working and any anticipated impact on staff.
- 5.2 Comments and questions are being captured via a shared email box and frequently asked questions will be published on a Wave page on support functions review alongside other relevant information.
- 5.3 We are committed to continued dialogue with the trade unions, through the Finance & Resources Consultation Group, Joint Consultative Group and other meetings as requested.
- 5.4 Information is also being made available across the council and in Schools as they will be engaged for their views as key stakeholders and recipients of the services that would be included in the partnership.

6 CONCLUSION

- 6.1 The conclusion drawn from analysis of the options available, is that BHCC should commit those services currently included within the Orbis model, together with Revenues & Benefits, to joining Orbis as a founding partner. For all services the specific scope is to be defined during due diligence.
- 6.2 Partnering with Orbis is the only option that is likely to be able to provide the level of savings required while maintaining strategic influence and alignment and providing resilient, sustainable services to support the council through transformational change. Early confirmation of BHCC as a founding Partner will enable the council to be integral to the implementation of the operating model for Orbis and the further design of management and service structures and recruitment to roles. If we were to delay any decision to join Orbis, we would risk losing the opportunity to shape the development of the service and there would be fewer opportunities for our staff to apply for management posts. The addition of Revenues & Benefits presents an opportunity for the council to lead on provision of a centre of excellence in this area, increasing commercial opportunities for growth and adding resilience to the service offer.
- 6.3 The decision to join Orbis would need to be followed by a period of due diligence, led by the Section 151 officer in consultation with Members through a cross party working group. This will determine further detail of how the partnership will operate and provide assurance that the partnership can support organisational objectives. Specifically, achievement of circa 30% savings for BHCC in line with 4 year savings plans will be an important focus area. The due diligence phase will also confirm the likely investment required, any necessary changes to the current systems, and how these could impact on the ability to deliver 30% savings.

- 6.4 While those joining Orbis are committing to long-term partnership in shared services, exit arrangements are a feature of the current Orbis agreement. Further details relating to this would be developed during the due diligence phase described above. Additionally, Orbis would need to undertake its own due diligence over coming months to determine whether to formally extend the Partnership to include the council.
- 6.5 An update paper will be submitted to the Policy & Resources committee in March 2016 giving further detail of the due diligence progress, timeline and actions.

7 FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 The recommendations in the report are predicated on the requirement for the council to make savings in line with the 4 year Integrated Service & Financial Planning process. Draft savings proposals elsewhere on this agenda reflect potential savings across these services which are made more achievable and sustainable through joining the Orbis partnership. If joining the partnership is approved, any investment requirement linked to the development of services would require business cases to be developed and approved as normal. Undertaking due diligence and developing service integration plans for the partnership may require additional project and programme resources as well as dedicated officer support which may come from existing resources or otherwise will need consideration by Policy & Resources Committee.
- 7.2 Any Member expenses relating to membership of the Joint Committee can be managed within existing budgets.

Finance Officer Consulted: Name Nigel Manvell

Date: 24/11/15

Legal Implications:

- 7.3 Contracting authorities regularly enter into collaborative arrangements with each other and with other public bodies. The general rule is that public contracts between contracting authorities are subject to the procurement rules ([Commission v Spain \[2005\] ECR I-139](#)). However, two exceptions have been established in case law:
- The in-house, or Teckal, exception.
 - The co-operation, or Hamburg, exception.
- 7.4 This case law has been codified in Article 12 of the Directive 2014/24/EU on Public Procurement (Public Contracts Directive 2014). The Public Contracts Directive 2014 is implemented into UK law by the [Public Contracts Regulations 2015 \(SI 2015/102\)](#) (PCR 2015)).
- 7.5 It is likely that the proposals with Orbis will come within the cooperation (Hamburg) exception, but the structure of the proposed shared services and the likely customers and recipients of its services will need to be considered in detail

as part of the due diligence exercise before agreement is entered into. The current terms of reference of the Orbis Joint Committee are drafted on the assumption that the constituent authorities have an executive system (and hence the reference to the Leader appointing Members.) It will need to be modified to reflect the changed membership and the different governance systems.

7.6 The report deals with principles and provides high level information only. Although the Business Case agreed by the Surrey and East Sussex Joint Committee in September gives useful information, a significant amount of detail work will have to be undertaken to address issues as they affect Brighton & Hove, including savings, localisation of services, consistency of employment practices while employees remain employed by their respective organisations, dispute resolution and arrangements for termination. All these need to be addressed as part of the due diligence exercise and incorporated into the inter authority agreement.

7.7 A shared services option called Orbis Public Law is being explored for Legal Services and this will be the subject of a separate report in January.

Lawyer Consulted: Name Abraham Ghebre-Ghiorghis Date: 06/11/2015

Equalities Implications:

7.8 There may be equality implications arising out of the proposal particularly if there were any proposals regarding the logistical transfer of staff and the arrangements will need to ensure the location and accessibility of services (especially the public service considerations for Revenues and Benefits) and arrangements for the recruitment and selection of joint posts reflect equalities principles. Part of the due diligence exercise will involve ensuring that the way the arrangements are implemented take equalities implications into account.

Sustainability Implications:

7.9 None identified.

Any Other Significant Implications:

Procurement Considerations:

7.10 Outsourcing options would need to be run in accordance with the Public Contracts Regulations 2015. Under the Local Government Act (2000) Local Authorities have a duty to ensure value for money. Based on the research performed to date, this cannot be guaranteed and as such would require a robust market test.

7.11 As previously stated a full tender process is expected to take 18 months. This would only leave the potential to join existing framework arrangements. Careful consideration would need to be given to how any new service would be effectively contract managed to ensure requisite service delivery and optimal value for money.

Officer Consulted: Clifford Youngman

Date: 19/11/2015

SUPPORTING DOCUMENTATION

Appendices:

1. Outline Business Case (OBC)
2. Orbis Joint Committee Terms of Reference

Documents in Members' Rooms

1. None.

Background Documents

1. None.

Appendix 1 – Outline Business Case

Programme or Project Information	
Project or Programme Name	Support Functions Review
Directorate / Service	Finance & Resources
Name of Outline Business Case Author	Chris Carter Graham Liddell
Date Outline Business Case drafted	06/11/15
Executive	Rachel Musson
Programme or Project Manager	Chris Carter

1. Objectives

What is the programme or project aiming to achieve/what changes will it bring about?

The Support Functions Review programme has three main objectives:

- 1) To strengthen the organisation's understanding of current support functions and customers' wants and needs, via the development of an internal service model
- 2) In the context of the 4 Year Integrated Financial and Service Planning process, explore the best delivery model for each support function including (but not limited to) external partnerships/commercial arrangements; with specific consideration of whether the council should go into a shared services partnership with East Sussex County Council and Surrey County Council (branded as Orbis)
- 3) Review the structure of Finance & Resources using organisational design principles, including Management Spans of Accountability

Services in scope for this review are:

- Finance and Procurement
- Human Resources and Organisational Development
- ICT
- Internal Audit and Corporate Fraud
- Legal and Democratic Services
- Performance, Improvement and Programmes (PIP)
- Property and Design
- Revenues and Benefits

While the Revenues & Benefits service is a front line service, it has been included within this review because opportunities for service redesign, working in partnership with others or outsourcing are similar in nature to operational support functions.

Policy & Communities, Communications and Customer Services and Complaints are also being reviewed within the SFR programme, but not as part of this review of delivery models. The Support Functions Review will consider how different options will support

the principles and priorities outlined in the Corporate Plan and the challenges shown in the Medium Term Financial Strategy (MTFS).

2. Background and context

What events, policies, issues, risks or opportunities have prompted this programme or project?

Brighton & Hove City Council faces significant financial challenges. During the course of this review the impact of these challenges has become clearer as the organisation has developed its Medium Term Financial Strategy. This has identified a sense of scale of the savings required across the whole organisation, of approximately 30% over four years.

Support functions must be able to provide effective support whilst also ensuring value for money and the need for individual services to make a fair contribution to the savings required. The review assumes that the savings contribution required from support functions will be in line with the overall predicted 4-year budget gap which will require savings of circa 30% on the council's General Fund services. However, this may change up or down as budget proposals are developed as part of the 4-year Integrated Service & Financial Planning process.

In parallel to this review ELT has agreed a set of organisational design principles which include the Management Spans of Accountability which identifies optimum numbers of management layers and direct reports (6 x 6) and consideration of grade differences between each layer to aid improved decision making, delegation, accountability, and development. These form a framework to enable management structures to be reviewed and redesigned to ensure there is value added at each management layer and clear lines of management accountability. Finance and Resources are the early implementers of this approach, which is in line with the need to review services as part of the Support Functions Review.

The Policy & Resources Committee in March 2015 approved the full exploration of options to join the shared services of Orbis. Approval included the development of a business case whilst remaining open to alternative options. It also updated the committee on ongoing work to develop an internal trading model, which would be required for any future service model.

A further report was taken to the Policy & Resources Committee on 9 July 2015, updating the committee on the progress of the Supports Function Review, including the development of the internal trading model, options to join Orbis as a founding partner and the "spans of accountability" initiative.

The review has included consideration of the context of existing city partnerships, local and national drivers for change, for example Better Care and the Cities and Local Government Devolution Bill. What is clear is that the organisation exists in a complex and rapidly changing environment.

In the context of this uncertainty and change, the council is changing and the review will need to be informed by a clear understanding of the future needs of the organisation, including how the services in scope continue to support transformation across the council. This will be through a detailed engagement process with the Corporate

Management Team and, potentially, the layer of management below. For Internal Audit and ICT, however, engagement has been directly through the Executive Leadership Team.

This has identified that support functions must:

- be reliable, sustainable and low cost
- maintain the resilience of services provided to the organisation
- ensure the strategic capacity and capability provided by the support functions are focused on the council and City's needs
- provide flexible and creative services which senior management are able to influence (for example through business partnering),
- ensure services have a good knowledge of the council as well as being able to apply learning from elsewhere

A Communications & Engagement Plan has been completed and is included in Appendix A.

Which corporate priority (as outlined in the Corporate Plan) will it help deliver?

The programme primarily links to the Corporate Plan principle of Public Accountability. The Corporate Plan describes that by 2020, a more connected council will be created with more shared services with other providers and places.

What other programmes, projects or services does it link to?

- All Corporate and Directorate Modernisation projects and programmes
- Four year integrated service and financial planning process
- Devolution proposals for Greater Brighton

3. Benefits

What high level financial and non-financial benefits (i.e. measurable improvements) will the programme or project deliver?

Support functions contributing to sense of scale savings (for this review assumed to be 30%) by, for example:

- Reducing cost of support through better use of resources (IT/buildings)
- Savings from adopting different procurement strategies
- Productivity gains by integration of services and eliminating duplication
- Efficiency gains through Business Process Improvement (BPI)
- An increased ability to trade and generate additional or greater income
- Increasing returns on investments
- Efficiencies using Organisational Design Principles to review existing management structures

These savings need to be achieved whilst ensuring that the support functions remain "fit for purpose". The qualitative benefits could be achieved through:

- Changes in models of practice (e.g. greater customer self-sufficiency and self - service)
- Improvement in customer service through focussed experts, best practice, latest IT, focus on customer management etc.
- Pooling scarce specialist resource and creating additional capacity
- Creating excellence and specialism for benefit of customers
- Creating resilience and flexibility during a period of significant budget cuts whilst maintaining a service that meets customer needs
- Agreeing and maintaining realistic and achievable service levels
- Increasing management accountability and effective delegation/escalation at the appropriate levels by reducing management layers

4. Options

Briefly, what are the possible options/approaches to delivering the programme or project (include the 'do nothing' option)?

4.1 Options appraisal process

It should be noted that there are limitations with the appraisal process and this is the best possible analysis that could be undertaken in the time available to meet the budget process. It should also be noted that support functions are redesigning services ahead of the rest of the organisation, which is not ideal as it is not clear what support other services will require of support functions into the future, thus difficult to predict required support levels.

The first stage of the Support Functions Review was to develop a high level internal service model. This model details the staffing and non-staffing costs for each service, together with any income earned from the service. It also identified the budgets for each service. The further development of this into a more commercially accurate costing model is planned for 2016/17.

The proportion of services provided to each directorate was also calculated at a high level to provide a picture of how support function services were “consumed” by the organisation. This is an important consideration, which together with the feedback from Directorates as to what type of service they will need in the future, is an important consideration as to the option chosen for each service.

The next stage of the review was to identify the options for change and conduct an initial appraisal of each option against an agreed set of criteria. These criteria included financial and service elements, which were weighted to ensure a balance across these criteria, were achieved.

The options appraisal was then reviewed at ELT where feedback was collected on the options and weighting. The feedback from this session was then combined with the emerging processes for 4 year integrated financial and service plans. Using this context the initial long list of options was reduced to a shortlist which met the balanced criteria of financial, service and speed of delivery targets.

4.2 Options

Four main options were considered as follows:

- “Do nothing” option: not to make the 30% savings and continue to support the organisation as it delivers the required 30% savings across other services. This is clearly not tenable and was not taken forward. Support functions cannot be immune to the financial challenges faced by the organisation as a whole.
- Retain and redesign in-house and reduce costs by 30% over 4 years
- Joining the Orbis Partnership
- Outsourcing

The three options being taken forward are described below.

- **In-house** – retaining services within BHCC and delivering savings through radical service redesign. We have concluded that the required 30% savings can be secured but that the impact on the organisation means that this is unlikely to be sustainable for all support functions, reducing their resilience and capacity to support change.
- **Joining a shared service (including the Orbis partnership)** - Partnerships work with a common goal to collaborate on and integrate services to provide support functions across all partner bodies. There are benefits from creating efficient joint management structures, sharing systems and investment, and through standardised processes. Consideration has been given to the possibility of joining existing shared services and creating our own. Our initial analysis suggests that Orbis is probably the only one that can:
 - deliver savings in time (because it is already in place with significant momentum, having already received expert external advice on its development, structure, legal make-up and financial business case);
 - work effectively with local partners from Greater Brighton to support Greater Brighton Devolution;
 - retain talent locally and so support the local economy;
 - provide a similar environment and culture through local authorities working together.

Note that Greater Brighton devolution can be developed and delivered through partnership in Orbis.

Orbis covers most of the support functions included in the review, but not Performance, Improvements and Programmes (PIP) or currently Revenues and Benefits, although adding Revenues and Benefits to the Orbis portfolio, would provide a complete service and function offer.

Through its member authorities Orbis will also retain the ability to contract externally for services within its overall business strategy by taking a partnership approach to such

decisions to secure skills, capability and capacity where appropriate. In order to determine the appropriate delivery model, a rigorous evaluation of current services across the Partnership will be undertaken, to create modern, resilient, agile and cost effective business services contributing to enhanced public value for our residents. It should be noted, however, that the stated aspiration is for Orbis to become the compelling alternative to the private sector and that there are no plans for large-scale outsourcing of its services.

- **Out-sourcing** – Services are delivered by an external provider, for example, contracting out services or through a joint venture with the private sector. Based on professional advice received, the review has concluded that options are limited to pursuing existing outsourcing frameworks that are in place locally. This is because:
 - the complexity and scope of services under review, means that the timescales to fully establish a new outsourcing framework are estimated at 18 months to select a new partner under European tendering rules and a further extended period of time to negotiate the framework;
 - This would not fit with the need for these services to be delivering savings throughout the period;
 - the number of frameworks joined would need to be limited to keep down the cost overhead of managing these;
 - the ability of staff to transfer to a new provider would depend on the location of the provider.

4.3 Conclusions

- **In-house**

Services would be retained within BHCC and savings delivered through far-reaching service redesigns. Analysis shows that whilst for some services there are advantages for remaining in-house, there are clear disadvantages identified with this option. For example, the impact of achieving 30% savings in-house would mean that support functions would need to reduce capacity and would be likely to lose expertise and become much less resilient. This means that over time some functions may not be able to provide effective or quality services, may not meet customer requirements and this may impact on the services resilience to support change across the council.

It would be very challenging for support functions to achieve 30% savings under this option and would significantly reduce their capacity to support other services. It could ultimately lead to costs growing back elsewhere as services would look to plug gaps in support service provision. The in-house option also misses out on benefits achieved through economies of scale and any investment would be borne solely by the council at a time when there are substantial competing demands for limited investment capital. The council will also struggle to develop broader commercial opportunities under this option including increased trading.

- **Joining a shared service (including the Orbis partnership)**

The Orbis business plan is committed to 12.8% savings from removal of duplication as services integrate, and through process improvements and technology enabled service streamlining. This saving is shared by all partners and is not expected to have any

impact on services provided. Further savings are expected through transformational change, realised by working in partnership across Orbis. Whilst transformational change may not provide all of the remaining 17.2% saving to meet the 30% requirement of BHCC, initial discussion with colleagues from Orbis indicate that the remaining saving could be achieved and mitigated by reviews of service pressures, reviews of service offer and service levels and the identification of opportunities that may be specific to Brighton & Hove. As a result, the impact of 30% savings delivered through Orbis on the effectiveness, quality and resilience of the services provided is likely to be much less than the in-house and outsourcing options. Developing this option would require a complex programme of work and investment in programme resource would be needed. Acknowledging the need for each Partner to be able to operate in partnership and also as sovereign organisations is an important and recognised characteristic. Strategic influence and oversight of the services and support provided by Orbis will be managed through:

- membership of Joint Committee
- agreement of Orbis Business Plans
- membership of Joint Management Board and Policies
- development of Partner specific strategies e.g. information management and communications strategy, employment policies etc.

Appointment to positions in the Partnership will be evaluated as part of the due diligence process (see below). It needs to be recognised that appointments to a number of roles have already been made in order to enable Orbis to deliver the Business Plan recently agreed by ESCC and SCC Cabinets. Early confirmation of BHCC as a founding Partner will enable the council to be integral to the implementation of the operating model for Orbis and the further design of management and service structures and recruitment to roles. If we were to delay any decision to join Orbis, we would risk losing the opportunity to shape the development of the service and there would be fewer opportunities for our staff to apply for management posts.

The scale of Orbis, and its ambition for business growth, would provide increased commercial leverage and offer economies of scale to drive down costs and simultaneously increase sustainability and service resilience.

Through its member authorities Orbis will also retain the ability to contract externally for services within its overall business strategy by taking a partnership approach to such decisions to secure skills, capability and capacity where appropriate. In order to determine the appropriate delivery model, a rigorous evaluation of current services across the Partnership will be undertaken, to create modern, resilient, agile and cost effective business services contributing to enhanced public value for our residents. It should be noted, however, Orbis is described as the compelling alternative to the private sector and there are no plans for large-scale outsourcing of its services.

Joining the Orbis partnership does not commit the council to adopting their business management software or other systems, but does offer more efficient use of resources and shared resilience. There may be opportunities to invest in a common system in the future and any investment would be subject to a separate business case. Regardless, some level of investment would be required to integrate services.

Partnerships require all parties to work closely together to achieve common goals. This includes shared decision-making and common timelines. While this can provide great

strength it would mean that the council would not have sole control over developing services. Orbis would require partners to enter in to a pooled budget arrangement. This could be realistically achieved by April 2017.

- **Out-sourcing**

Research on local frameworks to which the council could have access, indicates potential for savings of up to 15-20%. Large providers can provide speed and depth of expertise while keeping costs down. With an existing outsourced arrangement, these could be accessed substantially quicker than developing a brand new contract.

Substantial preparation is still required before entering into an outsourced arrangement. Investment in systems would be significant and development of a strong commercial client-side function would be required to manage the contract, and prepare the council for change.

Based on the experience of others, there is also a substantial risk that transferring services to an outsourced framework, which has not been designed around the council's needs, would severely restrict those functions' ability to support the council through change and meet its savings targets.

This option would likely require a significant number of staff to be transferred to other work locations, often outside of the local area or region. While there may be the possibility of negotiating a Brighton & Hove location this would be expected to reduce the level of saving due to increased overheads.

Evaluation

A detailed evaluation of options is located in Appendix B.

Conclusion

The conclusion is that BHCC should commit those services, currently included within the Orbis model, together with Revenues & Benefits, to joining Orbis as a founding partner.

Partnering with Orbis is the only option that is likely to be able to provide the level of savings required while maintaining strategic influence and alignment and providing resilient, sustainable services to support the council through transformational change. The addition of Revenues & Benefits presents an opportunity for the council to lead on provision of a centre of excellence in this area, increasing commercial opportunities for growth and adding resilience to the service offer.

Due Diligence

Any decision to join Orbis would need to be followed by a period of due diligence where further detail of how the partnership will operate would be agreed, and assurance provided that BHCC membership of the Partnership remains the best option for supporting the council's organisational objectives. Specifically, achievement of 30% savings for BHCC in line with 4 year savings plans would need to be an important focus area. The due diligence phase would also confirm the likely investment required and any changes to the current systems and how these changes could impact on our ability to deliver 30% savings across the council as a whole. The Section 151 officer would lead the Due Diligence process in consultation with Members through a working group.

Due diligence will also need to be undertaken by the Orbis Partnership as part of any process for integrating a new founding partner into the Partnership.

Exit Arrangements

While those joining Orbis are committing to long-term partnership in shared services, exit arrangements are a feature of the current Orbis agreement. Further details relating to this would be developed during the due diligence phase described above. Additionally, Orbis will need to undertake its own due diligence over coming months to determine whether to formally extend the Partnership to include the council.

5. Risks and opportunities

What are the high level risks and opportunities associated with the programme or project?

A delay in making a decision on the recommendations could lead to a number of risks. For example:

- that the savings are not delivered in the required timescales
- that the council is not supported in delivering its transformation agenda
- that the council's ability to influence the development of Orbis will be significantly reduced, the longer the decision to join is delayed
- that appointments to the management structure of Orbis are made before BHCC joins which could mean a loss of strategic capability in the organisation at a critical stage of its transformation journey.
- that there will be continued uncertainty for staff and the risk that this may impact on morale.

6. Costs and resources

What are the capital and revenue costs of the programme or project?

Costs will vary between both services and options. However there will be programme level costs throughout including

- Specialist support is likely to be required to carry out a due diligence review, including a financial impact assessment.
- Transformational costs such as potential redundancies
- Investment costs including IT
- Future Business cases may be developed

These costs will be confirmed as part of due diligence phase.

What staffing resources (fte, costs and skills) are required to deliver the programme or project?

- Programme manager
- Senior officer time, particularly heads of service for each of the areas in scope.

Which support services (Finance, Legal, HR, etc) have been consulted on the development of this business case? What was their advice?

Procurement

Outsourcing options would need to be run in accordance with the Public Contracts Regulations 2015. Under the Local Government Act (2000) Local Authorities have a duty to ensure value for money. Based on the research performed to date, this cannot be guaranteed and as such would require a robust market test.

As previously stated a full tender process is expected to take 18 months. In the interest of pace of change, this would only leave the potential to join an existing framework arrangement. Careful consideration would need to be given to how any new service would be effectively contract managed to ensure requisite service delivery and optimal value for money

Legal

The initial intention was to enter into a memorandum of understanding with ESCC and Surrey County Council regarding a shared services agreement. However, given the evolving nature of the project and lack of specificity of terms this proved difficult. In addition, a Memorandum of Understanding, by its nature, is not binding. It only records the parties' intentions and is not a prerequisite to pursuing the objective of exploring shared services with the two partners. It was therefore not pursued.

Legal advice on shared services arrangements with the Orbis partners:

Contracting authorities regularly enter into collaborative arrangements with each other and with other public bodies. The general rule is that public contracts between contracting authorities are subject to the procurement rules ([Commission v Spain \[2005\] ECR I-139](#)) However, two exceptions have been established in case law:

The in-house, or Teckal, exception.

The co-operation, or Hamburg, exception.

This case law has been codified in Article 12 of the Directive 2014/24/EU on Public Procurement (Public Contracts Directive 2014). The Public Contracts Directive 2014 is implemented into UK law by the [Public Contracts Regulations 2015 \(SI 2015/102\)](#) (PCR 2015)).

It is likely that the proposals with Orbis will come within the cooperation (Hamburg) exception, but the structure of the proposed shared services and the likely customers and recipients of its services will need to be considered in detail as part of the due diligence exercise before agreement is entered into.

The current terms of reference of the Orbis Joint Committee are drafted on the assumption that the constituent authorities have an executive system (and hence the reference to the Leader appointing Members.) It will need to be modified to reflect the changed membership and the different governance systems.

The report deals with principles and provides high level information only. Although the Business Case agreed by the Surrey and East Sussex Joint Committee in September gives useful information, a significant amount of detail work will have to be undertaken to address issues as they affect Brighton & Hove, including savings, localisation of services, consistency of employment practices while employees remain employed by

their respective organisations, dispute resolution and arrangements for termination. All these need to be addressed as part of the due diligence exercise and incorporated into the inter authority agreement.

A shared services option called Orbis Public Law is being explored for Legal Services and this will be the subject of a separate report in January.

Lawyer Consulted: Name Abraham Ghebre-Ghiorghis Date: 06/11/2015

7. Recommendations, timescales and milestones

What is the overall timescale for the programme or project? What are the key milestone dates?

7.1 Recommendations

1. That the council enters into an intra-authority agreement with the Orbis partners.
2. That the following BHCC services partner with Orbis:
 - ICT
 - Internal Audit
 - Human Resources & Organisational Development
 - Property & Design
 - Finance & Procurement
 - Revenues & Benefits
3. That these services are delivered through Orbis as soon as practicable, with the timing of operational changes being subject to due diligence.
4. Recommends to Full Council that:
 - Brighton & Hove City Council joins the Orbis Joint Committee as a founding partner, with the terms of reference as set out in appendix 2 (as they now stand) subject to necessary modifications to reflect expanded membership and the Council's committee system.
 - It appoints a Member to the Orbis Joint Committee.
5. Subject to Council agreeing to recommendation 4 above and satisfactory due diligence, delegate the power to enter into the inter-authority agreement and the power to make the final decision on operational changes to the Chief Executive, Section 151 Officer and the Monitoring Officer and authorise the same to take all steps necessary or incidental to the implementation of the recommendations.

A progress report will be brought to the Policy & Resources Committee in March 2016.

7.2 Timescales and milestones

- 3rd December Policy & Resources Committee Paper
- 17th December Full Council approval, subject to P&R outcome

- Assuming recommendations are agreed, due diligence process begins as soon as possible. This includes:
 - Financial baselining
 - Scoping of services
 - Developing the plan of implementation for Brighton & Hove to join the Orbis partnership
 - Agreeing the decision making process and 'rules of engagement' for the partnership with common policies and strategies
- March 2016 paper to Policy & Resources Committee giving further detail in due diligence actions and timeline
- Orbis Joint Committee will need to accept BHCC as a partner, expected January 2016
- Post April 2016, operational partnership of functions as appropriate and subject to due diligence process

8. Decision making and governance

What decision making group will this business case be presented to?

The business case will be presented to Corporate Modernisation Delivery Board to agree its progress to Policy & Resources Committee.

The agreed recommendations are put forward to Policy & Resources Committee. The decision to join the joint committee would need to be taken by Full Council. Other bodies will be consulted as appropriate, for example, the Audit & Standards Committee will need to consider the options for Internal Audit.

It has also been recommended that the final decision on operational change is delegated to the Chief Executive, S151 and Monitoring Officer.

What decision making group will monitor the programme or project during its lifetime and ensuring the quality of its outcomes?

The decision making group monitoring this programme is the Corporate Modernisation Delivery Board.

9. Next steps

If this Outline Business Case is agreed, what immediate activities will follow to develop the Full Business Case/Options Appraisal (e.g. more detailed planning and costing, discussions with/involvement of others)?

- That a recommendation is placed before Full Council that Brighton and Hove City Council joins the Orbis Joint Committee as a founding partner.
- That the process of Due Diligence is commenced and a detailed implementation plan is developed to enable the relevant support functions to join Orbis.

- That the chief executive, section 151 officer and monitoring officer exercise their delegated authority on operational changes.

Meeting where authority to proceed was obtained	Date of meeting
ELT Meeting with CMDDB Members	11/11/2015

Appendix A: Communications and Engagement plan – Support Functions Review

Strategy

Engage with staff and keep them informed about the progress of the Support Functions Review and how it will affect them and their teams. Being open honest and treating staff with respect, will help them to understand what is happening and minimise anxiety, stress and service disruption.

Key Communications Issues

Uncertainty can lead to low morale and affect customer service, leading to lower morale

Objectives/Outcomes

1. Staff feel well informed and understand what the review is aiming to achieve
2. Staff have an opportunity to ask questions in more than one forum
3. Staff are given service specific briefings about how the review will affect their area of work
4. Staff have access to well briefed representatives, to support them

Key Audiences

- Staff directly affected by the review
- Unions
- All staff
- Residents
- Media

Key messages

- These are the options we are investigating.
- Whichever option is chosen
 - Nothing will stay the same
 - We have to make 30% budget savings
- These are the recommendations going to committee
 - They may or may not be approved.
 - Confidential until papers published on 26 November.
- If the recommendations are approved
 - Officers will investigate Orbis thoroughly (legal and finance) prior entering into a partnership (due diligence)
 - Staff joining Orbis will still be employed by the council
- This is the outcome of the committee
- This is what it means for you and your team
- You have a role to play in helping us shape the future of the service

Communications and engagement schedule

Date	Activity	Channel	Audience	Delivered by
w/c 19 October	General update	F&R Staff Roadshows	Staff	GL
12 November	DCG meeting with unions to discuss proposals	Meeting	Unions	F&R DMT
12 November	Director of F&R to send email to all teams giving headline overview	Email	Staff	RM/SM
12 November	Briefing to heads of service to use in briefing meetings	Email	Heads of Service	RM / SM /GL
12 – 20 Nov	Heads of Service hold staff briefing sessions	Meeting	Staff	Heads of Service
26 November	P&R papers published	Website	Public	Democratic Service
26 November	Message on Wave	Website	Staff	Comms
26 November	Media release	Email / website	Media / public	Comms
2 December	Brief unions	Meeting	Unions	RM / SM /GL
3 December	P&R committee	Meeting	Public	Councillors / RM
4 December	Brief staff on outcome of committee	Email / Wave	Staff	RM/SM/GL/ Comms
4 December	Detailed briefing for Heads of Service	Email and meeting	Heads of Service	RM/SM/GL
7 – 11 Dec	Staff briefing meetings	Meetings	Staff	Heads of Service

Appendix B: Support Functions Review Evaluation of Options

This document summarises detailed work carried out by each of the services to appraise each of the options. For the purposes of this analysis we have made a distinction between transactional services that process at high volume such as payroll and accounts payable and professional service teams that typically provide advice such as accountancy support.

Issue	In-house	Orbis	Outsource
<p>What will the services look like in four years' time?</p>	<p>Services delivered primarily by in-house teams.</p> <p>To achieve a 30% cost reduction, support functions would require far-reaching reviews which would result in significant reduction in service levels.</p> <p>A number of services identify the difficulty of attracting and retaining staff leading to reduced resilience.</p>	<p>Services delivered in partnership with other local authorities.</p> <p>30% saving could be achieved through:</p> <ul style="list-style-type: none"> • Savings of 12.8% from management integration, process improvement, de-duplication and self-service. • Economies of scale and other efficiencies (e.g. through greater ICT and systems development resources). • Accepting lower service levels. <p>Staff remain employed by BHCC, working together with staff from partner councils in a shared service.</p>	<p>Services delivered by a private sector supplier.</p> <p>The level of saving achievable is likely to be in the range of in the range 15% to 20%.</p> <p>Significant changes to processes.</p> <p>Would likely require a large number of staff to be transferred to other work locations, often outside of the local area. While there may be the possibility of negotiating a Brighton & Hove location this would be expected to reduce the level of saving due to increased overheads.</p>
<p>What would the impact be on the wider council?</p>	<p>Reduced support leading to poorer financial management and decision making and less effective help for services seeking to make savings and modernise.</p> <p>Less effective control environment leading to an increased risk of non-compliance. For example, ICT reports that this option would result in a significant risk to business continuity and information security.</p> <p>Could lead to service directorates developing their own support functions to plug gaps and costs growing back..</p>	<p>Some reduction in support to services but not as much as for the in-house option because significant savings achievable without impacting on service levels.</p> <p>Council would be supported by a broader pool of professional support service staff which would introduce greater depth and breadth of expertise, improving resilience.</p>	<p>Standardisation of transactional support services.</p> <p>Professional services teams may have reduced understanding of the needs of BHCC and so less able to support transformational change.</p>
<p>What are the benefits for this option?</p>	<p>Control of support functions kept within BHCC.</p> <p>Dedicated professional service teams with deep knowledge and understanding of BHCC and customer requirements.</p> <p>Potentially reduced upheaval and/or investment costs.</p>	<p>Strategic influence and oversight of the support functions through joint committee, business plan, joint management board, BHCC specific strategies (e.g. employment policies)</p> <p>Opportunities for growth, increased commercial leverage and economies of scale to drive down costs means that 12.8% savings should be achievable without impacting on service levels.</p> <p>Professional service teams with good knowledge and</p>	<p>Control of support functions through detailed specification and client side management.</p> <p>Resilient professional service teams with good knowledge and understanding of public sector</p> <p>Can drive savings in transactional services through economies of scale which reduces the impact of savings on services.</p> <p>Resilience through national/ global operations.</p>

		<p>understanding of BHCC together with shared learning from other local authorities.</p> <p>Resilience through shared service.</p> <p>Standardisation and consistent customer service.</p> <p>Continuity of employment status for BHCC employees.</p>	<p>High level of standardisation and consistent quality with monitored KPIs.</p> <p>Maintaining updated systems and IT due to economies of scale.</p>
What are the disadvantages?	<p>Significant reduction in service levels which could lead to:</p> <ul style="list-style-type: none"> increase risks (e.g. managing commercial contracts, business continuity, information governance) service directorates developing their own support functions to plug gaps and costs growing back <p>Any investment borne entirely by BHCC. Transactional services do not achieve the economies of scale to make required savings.</p> <p>Lack of resilience/capacity to support changing organisation and customer requirements.</p>	<p>Some reduction in service levels but less than for the in-house option</p> <p>Loss of BHCC control over how support functions are developed, but strategic influence maintained.</p> <p>Need to manage transition to partnership working while delivering remainder of councils change programmes.</p>	<p>Unlikely to be able to deliver 30% savings in time required.</p> <p>Need to develop a robust client side function to manage the contract.</p> <p>Professional service teams have limited understanding and knowledge and understanding of BHCC and so are less able to support the council to achieve transformational change.</p> <p>Upheaval and investment costs including initial reworking of processes. This would be repeated if, for example, a provider performs poorly and re-tender is necessary every 5 years or so.</p>
What are the critical success factors to make this happen?	<p>Retention of high-performing innovative staff whilst reducing overall workforce.</p> <p>Buy in and support from senior management for service reviews.</p> <p>Improved IT infrastructure and systems including basic digital services, easy-to-create and integrated web services.</p> <p>Improved compliance with corporate processes.</p>	<p>Early agreement of formal partnership arrangement with Orbis to provide opportunities for BHCC staff to apply for management posts.</p> <p>Adequate investment in due diligence and transition planning.</p>	<p>Successful transfer of staff.</p> <p>Effective transition planning.</p> <p>Development of robust client side function to manage the contract.</p>
Delivery risks	<p>Lack of resilience (e.g. service vulnerable to key staff leaving or being on long-term sick, leave and to peaks in demand).</p> <p>Workload outstrips capacity and service reviews are delayed due to capacity.</p> <p>Could be mitigated through use of agency staff/ call-off contracts with the private sector, but this would increase risk that savings would not be achieved.</p>	<p>Orbis fails to deliver on expected savings.</p> <p>Lack of understanding by Orbis of needs of BHCC.</p> <p>Could be mitigated through:</p> <ul style="list-style-type: none"> BHCC influence at joint committee early commitment to join Orbis as a founding partner (and so provide opportunities for BHCC staff to apply for management posts in Orbis) investing in due diligence. 	<p>Outsourced provider does not meet expectations.</p> <p>Could be mitigated through strong client management and, if necessary, retendering (although likely to be costly and legally challenging).</p>
When could this	From April 2016 – would provide sufficient time for	From April 2016 – liaison with potential Orbis partners	During 2016/17 if joining an existing framework.

option be realistically implemented?	consultation on restructuring.	sufficiently far advanced to implement.	
Investment and other costs of implementation	<p>Low staff turnover in some services so that redundancy costs could be significant.</p> <p>There will need to be some investment in digital, self-service linked to current IT programmes and developing existing systems.</p>	<p>As for in-house option redundancy costs could be significant.</p> <p>Professional advice for due diligence may be required.</p> <p>Investment in integration processes.</p> <p>As for the in-house option there will need to be some investment in digital, self-service linked to current IT programmes and developing existing systems. There may be opportunities to share these costs across Orbis.</p>	<p>Risk of incurring redundancy costs would be expected to be passed on to the outsourced provider and so reflected in the contract price.</p> <p>Professional advice would be required to negotiate the best deal for BHCC</p> <p>Investment in a robust client side function.</p>
Overall evaluation of each option	<p>While control would remain solely in the hands of BHCC there are significant drawbacks to the in house option:</p> <ul style="list-style-type: none"> • our professional service teams, which are critical to supporting transformational change, would have severely reduced capacity and be vulnerable to unexpected increases in demand or loss of key staff • Transactional services would also be reduced in line with savings targets and we would miss out on the opportunity to mitigate some of the reduction in service. 	<p>Partnering with Orbis would achieve some savings without impacting on service levels and so makes achieving 30% savings much more realistic. Orbis has other key advantages:</p> <ul style="list-style-type: none"> • our professional service teams would be drawn from staff from BHCC and across the Orbis partnership. As a result, they would be more resilient than the in-house option and also be better placed to share learning. • transactional services would have opportunities to gain economies of scale <p>This option would require:</p> <ul style="list-style-type: none"> • early commitment to join Orbis as a founding partner in order to provide opportunities for BHCC staff to apply for management posts in Orbis • external support to carry out due diligence • investment to realise integration opportunities 	<p>While outsourcing provides opportunities to drive savings in transactional services through economies of scale, there are some significant disadvantages:</p> <ul style="list-style-type: none"> • It is unlikely that outsourcing could deliver 30% savings in the timescale required. • It is likely that that professional service teams would not have the depth of knowledge or understanding of BHCC to help services achieve transformational change. • The council would need to invest in a strong client side function.

Appendix 2 – Orbis Joint Committee Terms of Reference

Orbis Joint Committee Terms of Reference

Membership:

1. The Committee shall comprise no more than six members, being an equal number of East Sussex County Council Cabinet Members (appointed by the Leader of East Sussex County Council) and Surrey County Council Cabinet Members (appointed by the Leader of Surrey County Council).
2. Each Council's Leader may nominate one substitute Cabinet Member to attend meetings of the Joint Committee, should an appointed member of the Committee be unavailable or unable to attend a meeting of the Joint Committee. A substitute Cabinet Member attending in the absence of an appointed member will have full voting rights.

Terms of Reference:

The Orbis Joint Committee will:

1. Oversee the delivery of the services delivered jointly through the Orbis partnership of East Sussex County Council and Surrey County Council ('Orbis').
2. Recommend proposals to meet the annual budget for Orbis, set by each of East Sussex County Council and Surrey County Council.
3. Approve the Orbis Business Plan and performance measures
4. Monitor the Orbis Business Plan and performance of Orbis
5. Approve revisions to the Terms of Reference of the Orbis Joint Committee

Meetings of the Committee:

The Orbis Joint Committee will meet on four occasions a year, unless a different number of meetings is determined by the Committee

Subject:	Construction Consultancy Framework Agreement		
Date of Meeting:	3 December 2015		
Report of:	Acting Executive Director for Environment, Development & Housing		
Contact Officer:	Name:	Amy Wilkinson	Tel: 291811
	Email:	amy.wilkinson@brighton-hove.gov.uk	
Ward affected:	All		

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

- 1.1 The objective of this report is to seek approval to set up a corporate framework agreement for construction related consultancy and for delegation of award to be given to the Executive Director Environment, Development & Housing.
- 1.2 Brighton & Hove City Council have an ongoing requirement for external advice relating to construction/Works as there is not always the internal expertise and/or the resource to fulfil certain roles/undertake certain tasks. Additionally, where some services are covered by existing contracts, these are often not the main scope of the contract and are frequently sub-contracted, therefore increasing cost and risk. Alternative frameworks have been used in the past but performance quality concerns have been highlighted.

2. RECOMMENDATIONS:

That Policy and Resources Committee:

- 2.1 Approves the procurement of a framework agreement for construction related consultancy with a term of four years;
- 2.2 Grants delegated authority to the Executive Director Environment, Development and Housing to manage the procurement of the framework agreement referred to in 2.1 above, including the award and letting of the framework agreement.

3. CONTEXT/ BACKGROUND INFORMATION

- 3.1 Brighton & Hove City Council have an ongoing requirement for external advice relating to construction/Works as there is not always the internal expertise and/or the resource to fulfil certain roles/undertake certain tasks. Corporate Procurement recommends a 4 year framework, for construction related consultancy across the Royal institute of British Architects (RIBA) Plan of Work 2013 (stages 0-7).
- 3.2 There will be no minimum or maximum value to the call-offs as requirement will vary from one day to potentially years.

- 3.3 In the first instance, officers will seek to use internal expertise e.g. Architects, Building Surveyors and so on, where possible, however the framework will provide a value for money, quick procurement option should there be no capacity or availability of the required expertise internally to fulfil the requirement.
- 3.4 As well as Brighton & Hove City Council, the framework will be made available to District, Borough and County level Local Government authorities in East Sussex, West Sussex and Surrey. A fee may be applied to non-Brighton & Hove based participants.
- 3.5 Participants will be able to directly award to the most appropriate consultant, or run a mini competition (but not in the last month of the framework). A discount may be awarded if the same consultant is awarded more than 2 roles under one work package/mini competition. Break clauses will be optional if the client wants the flexibility to continue employing the same consultant through a number of project/RIBA stages (usually based on funding and performance). The evaluation will include consideration of social value through commitments to additional services such as apprenticeships, community initiatives and client training.
- 3.5 The following roles have been identified as required under the framework (but may change during pre-tender consultation):
1. Architect
 2. Asbestos Surveyor
 3. Building Surveyor
 4. CAD Technician
 5. Clerk of Works
 6. Cost Consultant/Quantity Surveyor/Employers Agent
 7. Financial Viability Assessor
 8. Electrical Designer
 9. Health & Safety Advisor
 10. Landscape Architect
 11. MasterPlanner / Urban and Public Realm design
 12. Mechanical Designer
 13. Project Manager
 14. Structural Engineer

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 Internal Staff - there is not always the internal expertise and/or the resource to fulfil certain roles/undertake certain tasks.
- 4.2 Existing contracts - where some services are covered by existing Brighton & Hove City Council contracts, these are often not the main scope of the contract and so are often sub-contracted, therefore increasing cost and risk. There is also a risk of existing contract over-spend.

Highways and Transport are implementing a new Professional Services framework which will include civil and structural engineering and other highways

related roles. This framework is for Transport and Highways related Works only and therefore not appropriate for other departments to use. It is proposed however that Transport and Highways will be able to access this new framework as appropriate.

- 4.3 External frameworks - alternative frameworks have been used in the past but there have been performance quality concerns and additional costs incurred with, for example, access fees. They also do not support the local economy, with many being large, national companies.

5 COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 After consulting key internal officers and potential users of the framework, support from the Members' Procurement Advisory Board was achieved on 12 October 2015.
- 5.2 Discussions are in process with other Local Authorities to gauge interest in their use of the framework.

6. CONCLUSION

- 6.1 The report recommends the procurement of a construction consultancy framework to provide the City Council and neighbouring authorities with an easy to access framework of quality construction consultants on Brighton & Hove City Council terms and conditions.
- 6.2 Corporate Procurement will lead the procurement process with a project group formed of key internal officers.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 A minimum contract value of £5,000,000 would be satisfactory as it will be open to other local authorities. The average Brighton & Hove City Council expenditure (excluding Highways and Transport who have their own specialist consultancy framework) is £2,000,000 per annum, with nearly 100-150 different suppliers.
- 7.2 As a framework agreement, it provides flexibility of spend as it does not guarantee orders and there will be no obligation to spend any value. The framework will allow the council greater control and flexibility regarding the construction related consultancy work and may lead to efficiencies and greater value for money.

Finance Officer Consulted: Rob Allen

Date: 27/10/15

Legal Implications:

- 7.3 The Policy & Resources Committee is the appropriate decision-making body in respect of the recommendations at paragraph 2 above, given that the value of the contract which is the subject of the proposed tendering exercise is likely to have corporate financial implications.

- 7.4 Further, the Council's Contract Standing Orders require that authority to enter into a contract valued at £500,000 or more be obtained from the relevant committee, which in this instance is the Policy and Resources Committee due to the value involved.
- 7.5 The value of the proposed framework means that the UK Public Contracts Regulations will apply in full to the procurement of the Framework Agreement. The tender will need to be advertised in OJEU. The tender will be scored on the criteria of quality and price as part of the evaluation process.

Lawyer Consulted:

Isabella Sidoli

Date: 28/10/15

Equalities Implications:

- 7.6 An Equality Impact Assessment was not deemed necessary for this procurement as the services offered are subject to legislative controls. In the tender, bidders will be asked a series of questions relating to equalities and diversity but these will not be scored as they are not deemed integral to the operation of the services.

This framework would not affect staffing and is not subject to the transfer of staff (i.e. TUPE).

Sustainability Implications:

- 7.7 Local Economy: By undertaking our own tender process, this may encourage more local supplier interest and potentially award that is not necessarily offered on external frameworks.

Sustainable Transport: this will be the other main environmental consideration.

Any Other Significant Implications:

- 7.8 None.

SUPPORTING DOCUMENTATION

Appendices:

None.

Documents in Members' Rooms

None.

Background Documents

None.

Subject:	Procurement of Cash in Transit Services		
Date of Meeting:	3 December 2015		
Report of:	Interim Executive Director of Finance & Resources		
Contact Officer:	Name:	Jane Strudwick	Tel: 29-1255
	E-mail:	jane.strudwick@brighton-hove.gcsx.gov.uk	
Wards Affected:	All		

FOR GENERAL RELEASE

1 SUMMARY AND POLICY CONTEXT:

- 1.1 Brighton & Hove City Council contracts with a cash in transit (security carrier) provider to supply an effective, efficient and flexible cash in transit service ensuring the secure transit of cash and cheques from designated council establishments as well as from both on and off street parking machines across the city.
- 1.2 The current contract was let on a short term basis (2 years) following the early termination of the contract with the council's previous provider. This short term contract is due to expire on 3 August 2016. This report recommends undertaking a mini-tender exercise inviting companies listed on the ESPO framework to tender.

2 RECOMMENDATIONS:

- 2.1 That the Policy & Resources Committee authorises the Section 151 Officer to procure and award a contract for cash in transit services through a tendering process for companies listed on the relevant ESPO framework or through a full OJEU tender process as appropriate.
- 2.2 That the Policy & Resources Committee agrees to a contract period of 2 years and authorises the Section 151 Officer to enter into an optional extension for a further 2 years subject to satisfactory performance of the contract.

3 CONTEXT/BACKGROUND INFORMATION:

- 3.1 The cash in transit contract requires collections from over 40 council establishments and over 1200 parking machines across the city within pre-determined timeframes to meet local service requirements and which ensures that the council remains within insured limits for cash held on premises and in machines.

- 3.2 The current contract was awarded to BDI Securities in June 2014. The contract was awarded for 2 years under urgency powers following the early termination the contract with the previous provider. The contract is due to expire on 3 August 2016. The council is not able to extend the current contract further under procurement regulations.
- 3.3 In awarding a new contract, there needs to be recognition within the tender process, pricing and specification that a number of alternative electronic payment methods have been developed within the industry that will progressively reduce the level of cash deposited in parking machines and thereby reduce the amount of coins collected. The new contract must take into account these electronic payment methods to ensure the council continues to achieve good value for money over the duration of the new contract.
- 3.4 This poses a dilemma in considering the length of the contract as longer contracts will normally attract more competitive pricing but in this instance the advent of electronic payment methods may not make a longer contract period attractive. For this reason it is recommended to opt for a balanced approach and award a contract for 2 years plus an option of a 2 year extension.
- 3.5 Options for the procurement route for the award of the contract have also been considered. A buying framework that contains security carrier companies is a much preferred option because this enables a mini-tender exercise to be undertaken involving the companies listed on the framework with the advantage that:
- a) It is a quicker procurement route and therefore lower cost than a full EU tender through the Official Journal of the European Union (OJEU);
 - b) To gain admission to the framework, companies have already been through an EU procurement process that is compliant with EU regulations;
 - c) It will enable the council to meet the time line for award and potential transfer of the contract to a new contractor, thereby minimising risks.
- 3.6 The framework will be provided through ESPO (Eastern Shires Purchasing Organisation) which is a large, experienced buying organisation set up in 1981 to provide wider procurement options and improved buying power for public sector organisations. The current framework (324F) has expired and is due to be renewed on 1 January 2016 and at this time we are not privy to which other companies will be on the framework or whether or not the council's current provider will be successfully accepted to the renewed framework. While the framework is therefore the preferred procurement route, it is recommended that it is only used if there appears to be a suitably competitive and appropriate mix of providers on the renewed framework who could meet the council's needs. If, in the opinion of the Section 151 Officer, there is an insufficient mix of providers on the framework, then a full OJEU procurement route would be adopted to secure best value.

4 EVALUATION OF ANY ALTERNATIVE OPTION(S):

- 4.1 The council could look to call off a contract from a single supplier framework; however, in the current market for supply with a wide range of operators of differing scale, this would be unlikely to offer the best value for money.
- 4.2 The council could undertake a full OJEU tender process but this would be lengthy, more costly and would make comparison/evaluation of technical competence potentially difficult due to differing industry security standards across the EU. The timescale for the process may also present a risk to the timely implementation and transfer of the service to a new operator. Using a framework avoids the need for Pre-qualification Questionnaires (PQQs) and due diligence work as this has already been processed for those companies successfully gaining access to the framework. However, this does not preclude the council from undertaking other checks including financial health, technical competence, quality assurance and performance. However, as mentioned in paragraph 3.6 above, if the renewed ESPO framework does not contain sufficient competition, a full OJEU would need to be undertaken.
- 4.3 Failure to contract the service would result in council officers having to collect and transfer to the bank large sums of cash and cheques with significant and potentially untenable security, safety and insurance risks.

5 COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 At this stage, consultation in relation to the proposed renewal of the contract is not necessary. In developing the specification and form of contract, all services, particularly Parking Operations, will be engaged and consulted.

6 CONCLUSION

- 6.1 Recommendations are made to secure the most cost efficient method of collecting cash from parking meters and pay machines and various council establishments while safeguarding the council's cash, cheques and coin both when it is in transit and when it is being held by the provider pending payment over to the council. Given the council's negative experiences with previous security carrier companies, a higher level of financial health and resilience will be required of the successful contractor. However, it should be noted that this could significantly impact on price as companies offering lower prices generally operate on a lower cost base, have lower turnover and are generally less financially robust than larger operators.

7 FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 The annual contract value under the current contractor is £466,574. New initiatives such as cashless parking and increased electronic payment channels

should reduce the cost of the contract over time and this needs to be a key element of the specification.

7.2 For information, the approximate annual sums collected under the contract are:

Type of Collection	Cash	Cheques
	£m	£m
Corporate Offices and Schools	8.3	21.2
Parking Meters	11.5	n/a
Total	19.8	21.2

Finance Officer Consulted: Nigel Manvell

Date: 18/11/15

Legal Implications:

7.3 The Council's Contract Standing Orders require that authority to enter into a contract valued at £500,000 or more be obtained from the relevant committee. Policy & Resources Committee is the relevant Committee for this purpose.

7.4 The EU procurement rules must be followed in entering into the proposed arrangements. The Council's Contract Standing Orders must also be followed when awarding the contract to a chosen supplier.

Lawyer Consulted: Elizabeth Culbert

Date: 24/11/15

Equalities Implications:

7.5 None arising from this report.

Sustainability Implications:

7.6 Sustainability issues will be addressed in the service specification for the new contract. Proximity of the provider's fleet and staffing to Brighton and Hove and assurances regarding effective route planning, low emission security vehicles, and minimising paper records will help limit carbon emissions and reduce paper usage during the contract.

Any Other Significant Implications: Risk Management

7.7 There are clearly specific risks relating to the safe transit and safekeeping of the council's cash and coin. These risks fall into 3 broad categories and will be addressed as follows:

- i) **Collection Operations:** The council will ensure that the new contractor uses appropriate security measures in order to minimise the risk of crime, fraud or misappropriation during the provision of this service. The holding of a Security Industry Authority (SIA) license and evidence of having applied the relevant SIA standards across all aspects of operations (staff, fleet, systems and processes) will be a minimum requirement. The contract will specify various Key Performance Indicators to ensure that operations are properly monitored.

- ii) **Banking and Payment Operations:** While security of cash and coin during collection and transit is critical, the experience of the previous failed provider shows that understanding the provider's internal processes is equally as important. While there are limitations on the council (as purchaser) in being able to direct how a company runs its business, in the case of this contract, the specification will require that client and business cash is to be kept separate and traceable at all times through the use of 'bullion' facilities and that the provider's business bank accounts must not be used to transact client cash and coin. Key Performance Indicators relating to the time to pay over collected cash and coin will also be specified and monitored weekly with financial penalties for non-compliance.
- iii) **Company Failure:** While financial health and credit checks of companies tendering for large contracts are always undertaken, following failure of the previous cash-in-transit provider, and given the large sums being handled, regular (at least quarterly) financial monitoring and credit checks of the company will be undertaken to continually assess the risk of company failure and enable early alerts and decisions to be taken if financial assessment indicates a growing or unacceptable risk of company failure.
- However, this can never eliminate all risk, primarily because companies do not regularly publish financial statements (usually only annually with, sometimes, an interim report) and even then it is not always clear from financial statements how much risk is inherent in a company's investments, borrowings, income streams and general commercial success (i.e. whether or not it is winning and retaining custom). In practice, a good relationship with the company, effective contract management, and open, regular communication channels are more likely to alert the council to emerging issues than independent checks.

SUPPORTING DOCUMENTATION

Appendices:

None

Documents in Members' Rooms:

None

Background Documents:

None

Subject:	Corporate Procurement of Renewable Electricity Energy Supplies		
Date of Meeting:	3 December 2015		
Report of:	Interim Executive Director for Finance & Resources		
Contact Officer:	Name:	Angela Dymott	Tel: 29-1450
	Email:	angela.dymott@brighton-hove.gov.uk	
Contact Officer:	Name:	Andy Batchelor	Tel: 29-1441
	Email:	andrew.batchelor@brighton-hove.gov.uk	
Ward(s) affected:	All		

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

- 1.1 This report complies with the requirements of the Scheme of Delegation to Officers Part 6.2 Part A Section 7, to report to Committee actions taken in cases of urgency, following consultation with the Committee Chair, where it was not reasonably practicable to obtain prior Committee approval.
- 1.2 For a period in excess of ten years the council has specified that its main electricity supplies must be produced from 100% renewable sources although this requirement alone does not guarantee “additionality” in the market as suppliers simply sell a proportion of the renewable energy they are legally obliged to produce in any event. However, until this year the additional cost of purchasing renewable energy was 100% offset by the fact that such supplies were not subject to the government’s Climate Change Levy (CCL) charge.
- 1.3 The Chancellor announced in his July 2015 budget that with immediate effect all electricity supplies, including those from 100% renewable energy sources, will be subject to the CCL charge. This would have resulted in additional costs to the council estimated at £60,000 per annum or £240,000 over the 4 year contract. A decision needed to be made urgently and the Assistant Director (Property & Design), in consultation with the Chair of the Policy & Resources Committee, used officer delegations under the constitution to amend the terms of our main corporate electricity supply contracts to switch from a 100% renewable energy tariff to a standard tariff to ensure value for money. This report confirms the reason for this decision and the need for urgency.

2. RECOMMENDATIONS:

- 2.1 That Policy & Resources Committee notes the decision made by the Assistant Director (Property and Design) in conjunction with the Chair of the Policy & Resources Committee taken under urgency powers to transfer our corporate electricity supplies within our existing and future supply contracts from a 100% renewable energy tariff to a standard tariff for value for money reasons.

3. CONTEXT/ BACKGROUND INFORMATION

Overview of our current electricity supply contracts

- 3.1 The council has two main electricity supply contracts – one for our large sites (termed ‘half-hourly supplies’) currently with NPower and one for our smaller sites (termed ‘non-half-hourly’ supplies) currently with SSE. Both contracts were procured through a national framework managed by LASER (a Central Purchasing Body and trading arm of Kent County Council) at a total annual cost of £4.0m. In February 2015 Policy & Resources Committee gave approval to award new contracts effective from October 2016 for our half-hourly supplies and from April 2016 for our non-half-hourly supplies for a maximum period of four years.
- 3.2 For many years the council has specified a requirement for 100% renewable electricity when procuring its energy supply contracts. However this sort of tariff does not provide any ‘additionality’ to the renewable electricity market; it just means that we are allocated a proportion of the supplier’s renewable sourced electricity which they are obliged to meet by law in any event.
- 3.3 100% renewable tariffs usually attract a premium to a supplier’s standard tariff unit cost although up to now this has been fully offset by a reduction in the Climate Change Levy (CCL) which was imposed by central government on energy bills but which was not applied to 100% renewable tariffs. This has meant that choosing the 100% renewable tariff has until now effectively been cost-neutral.

The impact of recent government legislation on our supply contracts

- 3.4 In July 2015 the Chancellor announced in his budget statement that with immediate effect the CCL charge would be applied to all electricity supplies including those certified from 100% renewable tariffs.
- 3.5 Advice received from our energy suppliers was that this would result in an estimated additional cost to the council of £60,000 per annum or approximately £240,000 over the life of the four year contract. The exact cost would be dependent on the council’s on-going electricity consumption and the availability of existing 100% renewable supplies which suppliers are allowed to use up before imposing the CCL charge.

Reason for a decision made under urgency powers

- 3.6 Our energy supply contracts rely on the forward purchase of energy to obtain the best possible price and are subject to market forces and market volatility. For this reason the energy industry tends to move quickly. LASER advised us in late August 2015 that we needed to confirm our requirements urgently. Although we were aware of the budget announcement on 8th July 2015, the actual impact on our energy supplies was not notified to us until late August at which point the council was given less than a week to confirm our future requirement to ensure continuity of supply. Our choices were to retain the 100% renewable tariff at an additional annual cost estimated at £60,000 (£240,000 over the 4 year contract period) or to revert to a standard tariff at no additional cost.

- 3.7 For the reason stated above (that our purchase of a 100% renewable tariff does not result in any additionality of renewable energy into the grid), officers do not consider that such a tariff now offers the council value for money and in consultation with the Chair of the Policy & Resources Committee have transferred our main electricity supplies to a standard tariff which will keep our electricity unit costs down to the same level they were prior to the July announcement.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 100% Renewable Energy Tariff - Continuing with the 100% renewable energy tariff would have resulted in additional annual costs of £60,000 (£240,000 over the four year life of the contract) without resulting in any additional renewable energy being introduced into the grid. This option is not considered to offer the council value for money for the reasons noted above.
- 4.2 Certified Green Energy Tariff - These supplies are certified by the Office of the Gas & Electricity Markets (OFGEM) and include a requirement that the supplier demonstrates that the activity associated with the green tariff is in addition to what they already have to do to meet their legal obligations and the Government's targets. This is the only form of tariff guaranteed to provide additional activity in the renewables supply market. However, these tariffs are not a viable option for the council's contracts due to the high premium attached to them. During the mini-competition process for the current non half-hourly fixed contract, prices were sought for this tariff which would have resulted in an expected budget uplift of 40%.

5. COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 On notification by LASER of the impact of the Chancellor's budget statement on the CCL charge consultation took place between the Assistant Director (Property & Design) and the Chair of the Policy & Resources Committee. The Chair agreed the recommendation made by officers to revert to a standard electricity supply tariff with the proviso that the decision was reported to the Policy & Resources Committee at the next available meeting.
- 5.2 Key council units have been consulted in the preparation of this report including colleagues from the finance and legal teams.

6. CONCLUSION

- 6.1 The Chancellor's July budget statement would have resulted in an estimated £60,000 additional annual cost (£240,000 over the four year life of the contract) to our main corporate electricity supplies through the imposition of the Climate Change Levy (CCL) charge on our 100% renewable supply tariff.
- 6.2 It was possible to avoid this additional cost by switching from the 100% renewable tariff to a standard tariff which would retain our unit costs at the same pre-budget level.

- 6.3 As our 100% renewable supply contract did not result in any additional renewable energy into the market or further environmental benefits this option is no longer considered to offer the council value for money and a decision was therefore made under urgency powers in consultation with the Chair of the Policy & Resources Committee to switch to a standard tariff for our current and future main electricity supply contracts.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 The Medium Term Financial Strategy includes pressure funding to cover increased energy costs above standard inflation for the general fund but would not factor in increased costs associated with changes in government policy such as the withdrawal of the CCL support. This would result in an additional rise in energy costs of circa £60,000 pa. The transfer of the energy supply from the 100% renewable energy tariff to the standard tariff will avoid this increased costs for the current and future years.

Finance Officer Consulted: Rob Allen Date: 26.10.15

7.2 Legal Implications:

In cases where a decision which should properly be taken by a Committee needs to be taken urgently and it is not practicable to obtain the prior approval of a Committee, the decision may be taken by an Authorised Officer following consultation with the Chair of the relevant Committee. The action taken must subsequently be reported to the Committee. [Constitution Part 6.2 Part A General Delegations section 7.]

There are no procurement implications nor contractual implications beyond the changes indicated in the body of the report concerning the switch to standard tariff.

Lawyer Consulted: Judith Fisher Date: 21.10.2015

Equalities Implications:

- 7.3 There are no equalities implications.

Sustainability Implications:

- 7.4 Sustainability implications are discussed in the main body of the report.

Any Other Significant Implications:

- 7.5 No other significant implications have been identified relating to this area.

SUPPORTING DOCUMENTATION

Appendices:

None

Documents in Members' Rooms:

None

Background Documents:

None

Subject:	Performance Update 2014/15		
Date of Meeting:	3 December 2015		
Report of:	Interim Executive Director for Finance and Resources		
Contact Officer:	Name:	Andy Edwards	Tel: 29-6823
	Email:	andy.edwards@brighton-hove.gov.uk	
Ward(s) affected:	All		

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

- 1.1 To report Q2 2015/16 performance progress for the period 1st April 2015 to 30th September 2015 in relation to Corporate KPIs

2. RECOMMENDATIONS:

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

3. CONTEXT/ BACKGROUND INFORMATION

- 3.1 There are two overarching documents:-

§ **The City's Sustainable Community Strategy** – is owned by, and the responsibility of Brighton & Hove Strategic Partnership, known as Brighton & Hove Connected, and the City Management Board.

- **BHCC Corporate Plan (2015-2019)** – this sets out the councils Purpose, Principles and Priorities.

Note this is the first report of the 2015-19 Corporate Plan. Progress towards the plan outcomes is evidenced by delivery of the Corporate KPI set and supported through the successful delivery of the directorate plans.

- 3.2 The Performance Management Framework (PMF) for 2015/16 is now operating. There are eight component parts of the Performance Management Framework (PMF).



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

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

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

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

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



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

4.0 Performance Indicator Set

4.1 The list of Corporate KPIs and their targets for 2015-16 were set in February/March 2015. This year a consistent approach has been adopted across the organisation in relation to target setting taking account of comparative information.

4.2 The overall performance achieved at Q2 against target is assigned a rating of Red, Amber or Green depending how far from target the performance is.

4.3 Targets were set using the following criteria:

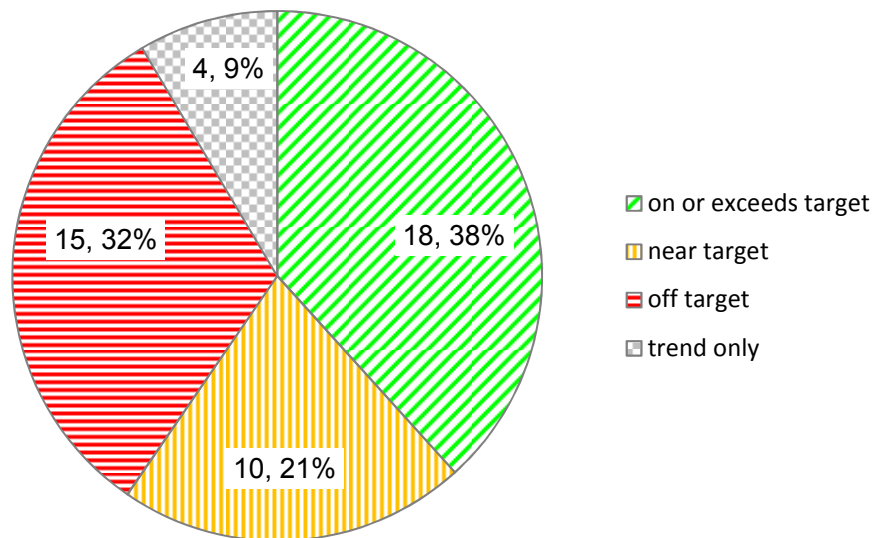
- To set the target (Green value), use the latest available benchmarking data e.g. statistical neighbour data, national data or any other comparable Local Authority data.
- Where performance is already better than benchmarking/comparable data, set an improvement target. Setting a target which is below the current performance level would go against the principle of continuous improvement
- Where no benchmarking data is available; if a national or a contractual target is available, that needs to be used. In the absence of this, a sound rationale needs to be explained for developing a target figure

4.4 Indicators that are annually measured are not listed.

4.5 The Corporate KPI set is made up of 106 indicators of which 59 are annually reported. Of the remaining 47 indicators 3 have no data available at the moment and another 4

are trend indicators (these are shown in the chart below as grey and black slices) the distribution of the remainder are shown in the chart below.

4.6 The chart below shows the proportion of indicators that were rated as Red, Amber and Green for Q1 2015/16. Overall the results show 59% of the indicators meeting or being within the agreed tolerance level (shown as green or amber below) at this point in the year. Persistent efforts will be necessary to improve upon this position by year end.



KPI table of RAG ratings by Directorate

Q1-2015	Red	Amber	Green	Not Available	Monitoring
Children's services	3	2	5	-	-
Adult services	6	-	1	-	1
Public Health	1	5	4	-	-
EDH	5	2	4	-	2
F&R	-	1	4	-	-
ACE	-	-	-	-	-
LDS	-	-	-	-	1

4.7 Below are some highlights from directorates where there has been significant improvement and/or good performance against target for 2014-15. These are achieved through the combined effort of all staff throughout the organisation and from relevant partner organisations. Appendix 1 provides more information and context.

Number of children who are looked after

Percentage of children who have received a 2-2.5 year health visiting review

% of carers services provided, where the cared-for person is not in receipt of social care support

Prevalence of breast-feeding at 6-8 weeks from birth

The number of alcohol-related hospital admissions per 100,000 population

The percentage of municipal waste landfilled
Formal Complaints per 10,000 population

- 4.8 Below are some highlights from directorates where performance improvement is required. Appendix 1 provides more information on these including a summary of performance so far, the context for that service and a short summary of proposed actions to improve performance. Effective performance management ensures the right actions are taken at the right time so that the council can achieve its purpose through delivering the principles and priorities
- Children who were the subject of a child protection plan per 10,000
 - Stronger Families Stronger Communities [SFSC] families 'turned around' (Phase 2)
 - Delayed transfers of Care attributable to social care
 - Permanent admissions of older adults (65+) to residential and nursing care homes per 100,000 population
 - Missed recycling collections per 100,000 population
 - Nitrogen Dioxide levels in Brighton and Hove (North Street) Average number of working days / shifts lost per Full Time Equivalent (FTE) due to sickness absence so far this year (not including schools)

6. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

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

7. COMMUNITY ENGAGEMENT & CONSULTATION

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

8. CONCLUSION

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

9. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

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

Finance Officer Consulted: Peter Francis

Date: 3/11/15

Legal Implications:

- 9.2 There are no legal implications arising from the report

Lawyer Consulted: Elizabeth Culbert

Date: 5/11/15

Equalities Implications:

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

SUPPORTING DOCUMENTATION

Appendices:

1. Detailed Quarter 2 KPI report for 2015-16



Appendix 1
Corporate KPI Scorecard Report - Q2 2015/16

Period: Apr-15 - Sep-15

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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Children's Services

Prevalence of breast-feeding at 6-8 weeks from birth [Corporate]	%	72.00	76.10	 GREEN Improving
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Position

The figure is based on all children who were aged between 6-8 weeks at some point between July and September 2015; this typically represents between 700-800 children. Data published by NHS England shows that, for Q4 2014/15 (January, February and March 2015), Brighton and Hove had the highest rate of exclusive breastfeeding in England. And was number 4 in England for babies receiving any breast milk at 6-8 weeks – just behind 3 London boroughs.

The target of 72% is locally set by the area's breastfeeding co-ordinator. This was chosen in order to maintain the good performance of this KPI as it reflects the average prevalence over the last 3 years.

The figure of 76.1% is above the same quarter last year, which was 74.9%. The national prevalence rate is 42.9%. Brighton & Hove are well above the national rates.

The sample size for this submission was 796 babies aged 6-8 weeks. Since a big push to increase breastfeeding take-up in the 2011/12 financial year the prevalence rate has stabilised to a consistent 70%+, in line with the target.

Trend: (same quarter each year) 2013; 72.9%, 2014: 74.9%

Commentary

The data is collected locally by Health Visitors, who work as part of integrated children's centres. Performance (6-8 week breastfeeding prevalence) is good when compared with the national average of less than 50%.

Several factors have positively contributed to this performance. Brighton and Hove has a Breastfeeding Strategy and steering group for the city and all key partners work well together to promote breast feeding. This work is led by the community Breastfeeding Team. Public Health is currently funding additional, proactive breastfeeding support services in targeted areas of the city. These include a breastfeeding support worker and the peer support programme. Peer support has been running in the city for 6 years and the programme maintains a high level of active volunteers in the community and on the postnatal ward. Both these interventions have improved our breastfeeding performance.

There is a yearly updating/training schedule for all Children's Centre team staff with additional training for staff working in areas of the city where breastfeeding has been lower than the city average. Health Visitors consistently exceed the data coverage target of 95%. Having a city wide Breastfeeding Team maintains the high profile of breastfeeding in the city and its key role in public health. It will be a challenge to maintaining this level of service with funding cuts in public health and local authorities.

Actions

1. Concentrating resources on the areas of the city with the lowest rates of breastfeeding, in line with Breast Feeding Strategy. (Sure Start Manager, Mar 16)
2. To continue to performance manage data input to ensure 95% across the city. (Children's Centre Team Managers, ongoing)

Percentage of children who have received a 2-2.5 year health visiting review [Corporate]	%	85.00	65.92	 RED Improving
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Position

The definition of this performance indicator is taken from the national specification for Health Visiting and is part of the NHS England Health Visiting Dash Board. The national specification for Health Visiting explains that the full health visiting service should be in place from April 2015 once additional health visitors have been recruited. The full service includes universal ante natal contacts, new birth visits, and reviews at ages six - eight weeks, one and two years. Until September 2014 one and two year reviews consisted of a questionnaire sent by letter for universal families and face to face reviews for targeted families (around 20%). From September 2014 for two year reviews and January 2015 for one year reviews all parents have been invited to attend a face to face review.

Brighton and Hove had a trajectory to increase the number of Health Visitors (HV) in the city by 17 which was met by the end of March 2015. However, because of the change in the age profile, an increasing number of health visitors are taking maternity leave. Because of a national shortage of health visitors it is not possible to recruit health visitors to short term contracts to cover maternity leaves so this has an impact on capacity.

The 85% target has been set by the NHS Area Team and is the target for September 2015. NHS England redefined the indicator so that only face to face reviews can count towards the target, this was revised for Q3 2014/15. The Department of Health asked health visitors to use an evidence based tool called Ages and Stages to complete the reviews from April 2015 and this change has been implemented.

Quarter two shows a significant improvement with an almost 20 percentage point increase on the previous quarter. There has been a change in the timing of the review in order to increase this percentage. The definition of the indicator only counts children who have reached 2.5 years and have had a review. It does not include two year olds who have had a review but are not aged 2.5 by the end of the quarter. Until March 2015 children received a review at the age of 2. Children who received their review in this quarter but were younger than 2.5 years will not have been counted.

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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Sample size is a snapshot of all children turning 2 within the quarter and is based on the entire eligible population in Brighton & Hove (672 for Q2 2015). The data determining the performance is for quarter 2 of 2015 only.

Commentary:

The council manages health visitors as part of the integrated children's centre service under a Memorandum of Understanding with Sussex Community NHS Trust. The rate has increased by almost 20 percentage points since the last quarter but is still below the target of 85% (as at 2nd October 2015). This target is aspirational and a revised target is being discussed with Public Health for October to March 2016. The timing of the review was changed from April 2015 from 2 year to 2 years 3 months. Invitations to all parents are sent by post but some parents either do not respond or do not turn up for the review. We have instigated some actions to encourage parents to attend which has shown some positive impact this quarter, including improving publicity and following up parents who do not take up reviews. We have also improved performance management including monitoring the performance of each team against the targets. From April the reviews have used the Ages and Stages questionnaire, a national evidenced based tool specified in the health visitor specification. Meetings have been held with Public Health to agree realistic targets for the next two quarters.

Actions

1. To performance manage the different children's centre teams to improve performance across the city (Sure Start Service Managers - on going)
2. To continue to monitor of parents who do not take up reviews (Children's Centre Team Managers)
3. To agree achievable targets with Public Health ready for the transfer of commissioning in October 2015. (Head of Sure Start/SCT) By October 2015.

Schools judged to be good or outstanding by OFSTED [Corporate]

% **82.00** **83.30**



Position

At the end of each term we take a 'snapshot' of where schools are in regards to Ofsted judgements. As at the end of September 2015 83.3% of schools in Brighton and Hove were judged to be good or outstanding. This has changed from 83.5% in the previous quarter as two schools have merged and one school has been inspected for the first time. Below is a breakdown by school type:

- Nursery: 100% good or outstanding (England 97% as at March 2015)
- Primary: 82.7% good or outstanding (England 83% as at March 2015)
- Secondary: 70% good or outstanding (England 72% as at March 2015)
- Special: 100% good or outstanding (England 89% as at March 2015)
- Pupil Referral Units: 100% good or outstanding (England 86% as at March 2015)

For colleges 100% were judged good or outstanding for 2013/14 academic year. Please note this is not included in the overall figure.

In Brighton & Hove the percentage of pupils in good or outstanding schools is 88.2% in primary and 80.8% secondary schools. The percentage of pupils in good or outstanding schools median for 152 local authorities in England was 82% for primary and 75% for secondary schools based in the 2013/14 academic year. There are no school in the city judged to be inadequate.

The number of children in good or outstanding schools is:

- Nursery 173
- Primary schools 16,846
- Secondary schools 9743
- Special schools 431
- Pupil Referral Units 78

Therefore the total number of children in good or outstanding schools citywide is 27271 out of 31,840. (86%)

Commentary

The Standards and Achievement Team keeps an ongoing spreadsheet of the percentage of good and outstanding schools and meets regularly, with other teams in the LA, to review the progress schools are making and aims for early intervention. The next review of schools will be in December 2015. Any school that is identified as 'at risk' has a support plan put in place to address issues of concern. This depends on the level of need and can include additional time from a School Partnership Adviser, support from another school or cluster of schools. This varies from school to school and is always targeted at need.

The new Ofsted Inspection Framework, with a focus on in school progress, may affect the outcome for schools.

There are currently nine primary schools and three secondary schools that are not yet 'good' and these are receiving maximum support and challenge.

The new Ofsted Framework in September may affect outcomes of inspections.

Actions:

1. Keep schools updated of changes to the Ofsted Framework (Head of Standards and Improvement, September 2015)
2. Review the categorisation for all primary schools (Head of Standards and Improvement, December 2015)
3. Develop the School to School Support model which will support 'prevention' by sharing good practice and challenge and support from other school leaders and also provide a structure for schools that lose their judgement of 'good' (Head of Standards and Improvement, November 2015)

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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Overall absence in maintained & academy primary schools [Corporate]	%	3.90	4.00	 AMBER Improving
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Position

The end of year primary school absence figure for Brighton & Hove is 4.0% which is in line with figures for 13/14 and much better than figures for 12/13 at 4.8%. The figure is slightly above the national average at 3.8%

The target of 3.9% is the national result for overall primary absence for 2013/14. This is a placeholder until the 2014/15 result becomes available in September 2015/16.

End of year results comparisons for primary schools:

Brighton & Hove 12/13 - 4.8%, 13/14 - 4.0%, 14/15 - 4.0%

National 12/13 - 4.7%, 13/14 - 3.8%, 14/15 - figures to be released in March 2016

Commentary

The new code of conduct is now place and the Strategic Attendance Lead is meeting with all schools to ensure that this is being used consistently across the City. The cluster support and challenge groups are established and schools have access to appropriate advice and guidance in relation to addressing poor school attendance. The team continue to work with all schools to ensure that a similar approach is taken to addressing holiday during term for a consistent approach across the City.

All schools are part of a school attendance cluster group which is led by a key officer within the school attendance team. This approach seems to be proving positive with all school attendance leads and an excellent way of sharing good practice. The data analyst attends all cluster meeting to compare and contrast data to identify ways in which to improve school attendance.


All vulnerable schools are offered intensive support visits and an agreed attendance target is set with an action plan was agreed and put in place. This has been monitored on a half termly basis to ensure that absence is a key priority within the school.

An important part of our work includes the Education Investigation Service which includes Fixed Penalty Notices, Interviews under Caution and prosecutions. We are now fully compliant with the Police and Criminal Evidence Act 1984 and the guidance from the Department for Education. There has been a steady increase in the number of Fixed Penalty Notices from schools and the paper free referral process is proving to be efficient. We have conducted 20 Interviews under Caution since starting this process in May 2015, which seem to be acting as a deterrent. The Education Investigation Service is proving to be an important deterrent for parents/carers wishing to take their children out of school during term time.

The citywide campaign to raise awareness for those parents who do not secure their child's regular attendance at school is now in place.

Actions

1. Embedding the new code of conduct and ensure all schools are following the same process. (Strategic Attendance Lead)
2. Continue to work with clusters on good practice across the City to improve school attendance.. (Strategic Attendance Lead)
3. All vulnerable schools are offered intensive support and challenge from Attendance Officer. (Strategic Attendance Lead/Data Analyst)
4. For the coming year, we will undertake some analyses on school absence through sickness which will be reported in the forthcoming exceptions report. (Strategic Attendance Lead – October 2015)

Overall absence in maintained & academy secondary schools [Corporate]	%	5.20	5.67	 RED Improving
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Position

The end of year secondary school absence figure for Brighton & Hove is 5.67% which is above the figures 13/14 at 5.5.% and much better than figures for 12/13 at 6.6%%. The figure is above the national average at 5.3%

The target of 5.3% is the national result for overall secondary absence for 2013/14.

End of year results comparison for secondary schools:

Brighton & Hove 12/13 - 6.6%, 13/14 - 5.5%, 14/15 - 5.7%

National 12/13 - 5.9%, 13/14 - 5.3%, 14/15 - figures to be released in March 2016

Commentary

The new code of conduct is now place and the Strategic Attendance Lead is meeting with all schools to ensure that this is being used consistently across the City. The cluster support and challenge groups are established and schools have access to appropriate advice and guidance in relation to addressing poor school attendance. The team continue to work with all schools to ensure that a similar approach is taken to addressing holiday during term for a consistent approach across the City.

All schools are part of a school attendance cluster group which is led by a key officer within the school attendance team. This approach seems to be proving positive with all school attendance leads and an excellent way of sharing good practice. The data analyst attends all cluster meeting to compare and contrast data to identify ways in which to improve school attendance.

All vulnerable schools are offered intensive support visits and an agreed attendance target is set with an action plan was agreed and put in place. This has been monitored on a half termly basis to ensure that absence is a key priority within the school.

An important part of our work includes the Education Investigation Service which includes Fixed Penalty Notices, Interviews under Caution and prosecutions. We are now fully compliant with the Police and Criminal Evidence Act 1984 and the guidance from the Department for Education. There has been a steady increase in the number of Fixed Penalty Notices from schools and the paper free referral process is proving to be efficient. From September 2013 to September 2014, there were 434 referrals for fixed penalty notices. From 2014 to September 2015 there were 952 referrals for fixed penalty notices. We have conducted 20

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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Interviews under Caution since starting this process in May 2015, which seem to be acting as a deterrent. The Education Investigation Service is proving to be an important deterrent for parents/carers wishing to take their children out of school during term time.

The citywide campaign to raise awareness for those parents who do not secure their child's regular attendance at school is now in place.

Actions

1. Embedding the new code of conduct and ensure all schools are following the same process. (Strategic Attendance Lead)
2. Continue to work with clusters on good practice across the City to improve school attendance.. (Strategic Attendance Lead)
3. All vulnerable schools are offered intensive support and challenge from Attendance Officer . (Strategic Attendance Lead/Data Analyst)
4. For the coming year, we will undertake some analyses on school absence through sickness which will be reported in the forthcoming exceptions report. (Strategic Attendance Lead – October 2015)

Young people participating in youth activities [Corporate]

No. 1,165.00 1,632.00



Position:

For Quarter 2 BHCC Youth Service has engaged with 751 young people, achieving 88% of the annual target of 850. The Youth Collective has engaged with 881 young people which is 59% of the annual target of 1480. Therefore both BHCC YS and Youth Collective have met Green target for Q2.

The annual target is based on performance monitoring and deployment of resources over past 3 years participation of 2330 is a realistic figure which contains service improvement.

During Q2 2014/15, the Youth Service achieved 481 participants and have increased this to 751 participants for Q2 2015/15. In the same quarter last year, the Youth Collective achieved 949 participants.

BH Youth Service: 751 participants by end of Q2 indicates that the annual green target will be met, should this level of engagement be maintained.

Youth Collective: 881 participants by end of Q2 indicates that the annual green target will be met. Youth Collective has exceeded the targets for the quarter on recorded outcomes for Community Contribution and Increased skill in Arts and Culture and Sport by 25%, 31% and 44% respectively. They are also above target for the number of young people involved in volunteering at 16%.

The number of young people achieving some accreditation is currently above target at 20%. Annual figures can be provided once we have the most recent quarters.

Commentary:

Overall there's good progress on key performance indicators for the Collective with positive figures for the numbers of participants and the overall number of young people achieving outcomes, both of these are on target for this point in the contract year. The collective are exceeding the targets expected for this point in the year on all recorded outcomes and the number of young people achieving some accreditation, the figure for total participation though is down. The summer is a time of year when there are a number of one off events and workshops which increase the numbers of young people attending but by their , one off may not lead to an increase in participation. The Participation figure is expected to increase to rise in quarter 3

There is a time lapse on the figures for C-Card scheme (a free condom scheme which ensures appropriate education and advices plus confidentiality) and Chlamydia testing activity both carried out by youth workers and sexual health workers across the city and we have not yet been provided with these figures which are compiled by the Sussex Community NHS Trust Screening Team.

Actions:

1. KPIs were not changed as planned. This will now be part of the youth services review outcome, expected with revised date of Nov 15 Service Manager Youth & Communities, Nov 15)
2. The outcome figure for total participation is lower than target, 42% against 60%, which we will focus on over quarters 3 and 4. BHYC Lead manager, Mar 16)
3. Data quality issue with the number of participants who are recorded to be remedied as a part of the Youth Review (Service Manager Youth & Communities, Mar 16)
4. Need to ensure data sources are synchronized for drawing data for quarter reports (Service Manager Youth & Communities, Jan 16)

Stronger Families Stronger Communities [SFSC] families 'turned around' (Phase 2) [Corporate]

No. 10.00 11.00



Position

The first claim window for the Troubled Families Programme Phase 2 was open in September, and 11 successful cases were identified. This is the total of all successful cases identified to date since the inception of the programme in January 2015. The cases have been through the Internal Audit process, and the payment by results funding drawn down. This is the first year of Phase 2 of the programme, which is not comparable to Phase 1, and as such there is no trend information available.

The target is based on a graduated approach to meeting our final target of 2400 families 'turned around' by the end of March 2020. This year's target is 79 families turned around, most of which will be met in the latter half of the year. This year's target has been set in line with service changes required to deliver phase two of the programme and the available resources within the service.

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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The five year target profile has been set as follows: Year 1 (current year): 79, Year 2: 449, Year 3: 568, Year 4: 602, Year 5: 702.

Commentary

The degree of new process and engagement with additional front line work is considerable in order to register a family as 'engaged' for the purposes of the Troubled Families Unit and then monitor, identify success and make a claim. The 11 successful claims for Q2 of the programme are all successful Integrated Team for Families (ITF) cases. The ITF team has the capacity to deal with less than one third of the total target number for each year of the programme given the level of complexity with which they work. The remaining two thirds successful cases need to be evidenced from existing services.

It was always anticipated that the majority of the annual target for families turned around would be met through quarters 3 and 4 however the current 15/16 annual target of 526 families turned around is not expected to be met, due to a fuller understanding now of what is involved in phase 2 of the programme. A revised 15/16 annual target is being considered and we anticipate 'catching up' on this target figure through years 2 and 3 of the 5 year programme. This is in line with the national picture which reflects the substantial change to process and operational work required by Phase 2 of the programme.

Actions

1. Work with Welfare Reform teams, CVS organisations, schools, Healthvisiting and Youth Service to establish the whole family assessment with SFSC eligibility and the distance travelled tool. (SFSC Programme Manager, Dec 15)
2. Complete the data management system procurement process and sign contracts for a November start. (SFSC Programme Manager, Nov 15)
3. Establish internal request routes to the SFSC Jobcentre Plus seconded advisors for a new range of teams working with SFSC eligible families including the CVS contracted teams, the Early Help Hub teams and the Children's Centre programme (SFSC Programme Manager, Mar 2016)
4. Engage with GP practices to establish the format for the Early Help Hub referral pilot (SFSC Programme Manager/Early Help Coordinator, Mar 2016)

Percentage of re-referrals to Children's Social Care Multi-Agency Safeguarding Hub and Assessment Centre (MASH) (Corporate)	%	23.00	18.00	 GREEN No Change
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Position

This indicator has been affected by the change in definition of a referral. The change in definition means that referrals that outcome to no further action or redirected to early help are no longer counted as referrals, this has more than halved the number of referrals recorded and significantly affected the re-referral indicator. In quarter 1 the percentage of referrals within 12 months of a previous referral using the old definition was 36% using the new definition this has dropped to 18% in the same period.

The rolling year (the last 12 months) re-referral rate (a referral within 12 months of a previous referral) was 28% For the Year ending September 2014 above the 2014/15 target of 25%

The 2014/15 re-referral target is based the national average. The statistical neighbour average for 2011/12 was 25.1%

There were a total of 5,138 referrals of which 1,461 were re-referrals in the year ending 30th of September 2014 compared to 3,933 referrals of which 1,336 were re-referrals or 34% in the year ending 30th of June 2014.

Of the 628 referrals received in September 2014 198 or 47% were re-referrals.

While the percentage of referrals re-referred has remained relatively stable the total number of referrals and re-referrals has increased sharply over the last 5 months. The average number of referrals for the first 7 months of the year (October 2013 to April 2014) was 393. The average for the last 5 months (May 2014 to September 2014) was 561.

Commentary:

We have changed the definition of a referral to bring our reporting in line with others and to avoid double counting. This was discussed at length at a recent Local Safeguarding Children's Board meeting and accepted as a new approach. Referral rates are high and are increasing. The high level of referrals should be considered in light of where the City lies in relation to deprivation. The city is relatively deprived, ranked 66th out of 324 local authorities (unitary or district local authorities) in England. There are marked differences in levels of deprivation between Brighton and Hove and the South East.

Over half of the residents of Brighton and Hove (56%) live in the 40% most deprived areas in England (2008 population).

Conversely, only 3% of the city's population live in the 20% least deprived areas in England, compared to 38% of the population of the South East with only 6% in the most deprived.

This deprivation impacts on the children in our city and, in 2012, 17.4% of the total population of children and young people under the age of twenty in the city were living in families on less than 60% of median national income. This is lower than the England average (18.6%) but significantly greater than the South East regional average of 13.5% and is ranked 90th out of 152 Local Authorities (county or unitary authorities).

The increase in our referral rates has been affected by improvements in our referral pathways and a change in our recording practices regarding referrals in September 2014. Since the 1st September 2014, and the introduction of the Early Help Hub, as initial contacts that were requesting a service but then re-directed to Early Help were counted as a referral. Of the referrals received by the MASH, on average 30% of referrals per month are re-directed to the Early Help Hub for support and on average 30% move through to Social Work assessment. This indicates an apparent confusion for agencies in respect of threshold application and where to access service provision. The MASH and the Early Help Hub are working closely together to support those referring to gain clarity and seek to ensure that every child referred receives a service that is proportionate to their needs. The confusion for some agencies between the two referral points was evidenced via the increased referral rates to MASH, as a result this practice has been reviewed and referrals to Early Help will no longer be counted as a referral for a social care

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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intervention.

It is recognised that the overall increase in referrals to Children's Social Work is a picture that has been echoed nationally (for example, the CIN Census for 2013-14 highlights a 10.8% increase in referrals across the country compared to the previous year) and 13% locally. A number of factors are considered to be contributing to the increased demand upon the service, namely the impact of benefit reforms, the withdrawal of legal aid in respect of contact dispute and mediation, and increased awareness of Child Sexual Exploitation and potential radicalisation of young people for example.

The impact of the Early Help Hub on reducing re-referrals to the MASH in the longer term will be reviewed again in December.

Actions:

1. MASH and Early Help completed a joint review of their services and systems in January 2015. This included a number of recommendations regarding the future delivery of services to reduce the need for referral for Children's Social Work, including consideration of having 'one door' and a single assessment/referral pathway. A second review is planned to report findings a year on in December 2015 having given time for referral pathways to effectively bed in prior to decisions being made to amend. (Head of Service MASH and Assessment, Jan 16).
2. An action for priority is to promote and increase the number of Early Help Assessments being completed to prevent concerns reaching a threshold that requires statutory Children's Social Work intervention. (Manager Early Help Hub– Dec 15)
3. Step down to Early Help procedures and practices to be reviewed. (Head of Service MASH and Assessment Dec 15,).
4. The advent of MASH Protects has meant that we no longer automatically count a referral classed as Early Help as a referral to children's social work. (Head of Service MASH and Assessment, Oct 15).
5. As part of the development of a Model of Practice for Children's Social Work, our structures, IT system and assessment forms are under review. Comprehensive use of chronologies, complex case review, risk assessment tools and close management oversight is in the process of being embedded across social work practice, with the aim of improving assessments, responses to children and their families and making positive challenge to the 'start again syndrome'. (Assistant Director Children's Services– Restructure Oct 15)

Children who were the subject of a child protection plan per 10,000 [Corporate]

No.

325.00

412.00



RED

Declining

Position

- There are 412 children subject of a child protection plan as at 30th September 2015, down from 422 last month but up by a third from 309 in March 2015. There were 278 children subject of a child protection plan as at 30th September 2014.
- The green value of 325 is based the average for our 10 nearest authorities in terms of contextual factors based on Public Health analysis of deprivation, alcohol, drugs and mental health
- Figures from the South East Regional Benchmarking group show that the South East average rate per 10,000 children has risen from 43.3 in Quarter 1 2014-15 to 49 in Quarter 1 2015/16.
- The rate of children subject of a child protection plan per 10,000 children is 81.6 as at 30th September 2015, compared to the 2014 national average of 42.1 and the statistical neighbour average of 44.4. Brighton and Hove's rate per 10,000 at 31st March 2014 was 57.1 and was ranked 33rd highest out of 152 local authorities in England.
- 253 children became subject of a child protection plan in the last six months, up from 202 in the previous six months and from 169 between 1st April and 30th September 2014.
- 150 children ceased to be subject of a child protection plan in the last six months, down from 171 in the previous six months and from 178 between 1st April and 30th September 2014.
- 28.9% of children subject of a child protection plan at 30th September were not White British, down from 32.2% in November 2014. 21% of children aged under 18 in Brighton and Hove were from a BME background at the time of the 2011 census.
- 48.3% of children subject of a child protection plan had a category of emotional abuse, up from 40.4% in January 2015 and above the national average 35.6%. The percentage of children with a category of neglect has fallen from 38.8% in January 2015 to 29.1% as at 30th September 2015, below the national average of 42.7%. The percentage of children with a category of sexual abuse has risen from 3.3% in January 2015 to 6.6%, above the national average of 4.4%.

Below is a comparison of the age profile of children subject of a child protection plan compared with the 2013/14 national average.

- 3.2% are unborn compared to 2.1% nationally.
- 11.9% are aged under 1 compared to 11% nationally.
- 25.5% are aged between 1 and 4 compared to 29.2% nationally.
- 29.6% are aged between 5 and 9 compared to 29.7% nationally.
- 26.9% are aged between 10 and 15 compared to 25.3% nationally.
- 2.9% are aged 16 and over compared to 2.8% nationally.

The number of children subject of a child protection plan aged 16 and over has risen from 2 in September 2014 to 12 in September 2015.

Commentary

The number of children subject to Child Protection Plans (CPP) has continued to rise during Q2, from 383 to 412, a 7.5% increase, although the rate of increase has slowed, down from a 24% increase during Q1. Whilst the overall rate of children subject to a CPP remains high, indications are that the direction of travel may be changing with less children being made subject to and more children being removed from a CPP during this quarter: the number of children made subject to a CPP dropped from 176 in Q1 to 126 in Q2, a 28% decrease; the number of children ceasing to be subject to a CPP rose from 53 in Q1 to 97 in Q2, a

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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83% increase.

While the overall rate of children subject to a child protection plan remains high, audit activity continues to evidence that this is not indicative of a failure to implement threshold appropriately. It is however a reflection of the characteristics of the city, and the associated risk factors, and demonstrates a robust response to these risks. Public health data suggests that Brighton and Hove has high rates of drug and alcohol misuse and adult mental health issues. For example: in 2012 the city had the 5th highest rate of drug-related deaths in the country; in the 2014 Public Health England Mental Health Profile for Brighton & Hove, across the five indicators of the level of mental health and illness, the city has significantly higher percentages of people with identified depression, anxiety and mental illness. When the reasons for a Single Assessment being completed are considered, Brighton and Hove has a significantly higher proportion of factors with Mental Health (46.5% compared to 24.9% nationally), and a higher proportion with alcohol misuse (22.3% compared to 15% nationally) and drug misuse (21.6% compared to 14.6% nationally). The rise in CPP numbers must also be placed in the national context of rising CPP numbers (12.1% national increase 2013/14) and the local context of a 13% increase in single assessments since Jan 15.

It is also noteworthy that the number of children subject to a CPP due to sexual abuse has increased from 10 (Jan 2015) to 27 (Sept 2015), a 170% increase. Additionally the number of older children (age 16 and over) subject to a CPP has increased by 500% (from 2 to 12 children) in the 12 months from Sept 2014. These increases are likely to be related to improved identification of and response to child sexual exploitation.

Actions

1. Continuation of regular audits of CPP decision-making (via CP Conference minutes) to take place (as defined by QAF) to ensure effective thresholds both in making CPPs and stepping down to ChIN plans – SARS Manager, Q2 15-16
2. In Q3 a Local Safeguarding Children's Board (LSCB) audit of MASH and Early Help will be undertaken, exploring the application of thresholds and best practice. The audit will use example data set of cases referred to MASH in May 2015 but were deemed below social work threshold. A findings paper to be published in Jan 16 that is likely to deliver key learning for a subsequent Early Help Hub Management of Change document. Lead: Early Help Coordinator and Head of Service MASH & Assessment. Deadline: Jan 2016
3. A new 'pod' model of working is being launched in October 2015 across social care teams which will support the management and containment of risk within families, with a focus on effecting change by building effective relationships. This new model will allow for reflective group supervision model and the shift to relationship based social work practice will ensure risks are addressed and reduced in a timely manner. Lead: Pod Managers. Deadline: November 2015 & on-going
4. Children's Services and the LSCB have called a multi-agency conference 'Early Help – our responsibility' as part of the Safeguarding the City fortnight in December 2015. This will review roles, responsibilities and thresholds. Lead: Assistant Director, Stronger Communities, Youth and Families. Deadline: December 2015.

Number of children who are looked after (LAC) [Corporate]

No.

436.00

462.00



AMBER
Improving

Position

There are 462 children looked after (Children in Care) at 30th September 2015, down from 474 as at 30th June 2015 and from 483 in September 2014. The peak children in care number since 2010 was 515 in November 2011 and the lowest number was 444 in December 2013.

The aim is to reduce children in care to 436 which is the average for our 10 nearest authorities in terms of contextual factors based on Public Health analysis of deprivation, alcohol, drugs and mental health. This equates to a rate per 10,000 of 86.

The children in care rate per 10,000 is 91.5 as at 30th September 2015, above the England average of 60 and statistical neighbour average of 59.5. Brighton and Hove's children in care rate per 10,000 was 92 at 31st March 2015 and was ranked joint 19th highest out of 152 Local Authorities in England.

Figures from the South East Regional Benchmarking group show that the South East average rate per 10,000 children has risen from 54.2 in Quarter 1 2014-15 to 57.5 in Quarter 1 2015/16.

205 children became looked after during the year ending 30th September 2015 compared to 222 during the previous 12 months.

- 24% of children becoming looked after during the year ending 30th September 2015 were aged under 1 compared to 22% in the previous 12 months.

- 15% were aged 1 to 4 compared to 18% in the previous 12 months.

- 13% were aged 5 to 9 compared to 17% in the previous 12 months.

- 31% were aged 10 to 15 compared to 27% in the previous 12 months.

- 17% were aged 16 and over compared to 16% in the previous months.

225 children ceased to be looked after during the year ending 30th September 2015 compared to 187 in the previous 12 months.

- 31.1% of children ceasing to be looked after in the year ending 30th September 2015 returned to live with parents or relatives compared to 33.2% in the previous 12 months.

- 20% were adopted compared to 25% in the previous 12 months.

- 16% were subject to a Special Guardianship Order compared to 8% in the previous 12 months.

- 17.8% ceased care for any other reason compared to 21.4% in the previous 12 months.

47% of LAC are on a Full Care Order as at 30th September 2015 compared to 46.4% in September 2014.

31% are section 20 compared to 28.8% in September 2014.

10.4% are on an Interim Care Order compared to 9.3% in September 2014.

11.7% are on a Placement Order compared to 15.5% in September 2014.

50% of children in care were male as at 30th September 2015 and 50% were female. 50.5% of children in care were male in

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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September 2014 and 49.5% were female. Nationally, 55% of children in care were male in March 15. 22.1% of children in care were BME as at 30th September 2015 compared to 21.5% in September 2014. 21% of children aged under 18 in Brighton and Hove at the time of the 2011 census were not White British.

Commentary

The numbers of children in care at 30th September 2015 show a decrease of 12 to 462 since the previous quarter, and a significant decrease of 21 from the previous year. It will be seen that the children in care numbers continue to remain both above the national average, and the average of our statistical neighbours. However, as noted South East Benchmarking reflects an increase in admissions from rates of 54.2 per 10,000 children to 57.7.

The age breakdown reflects an increase in the cohort aged 10 to 15 and over 16, reflecting national and local concerns about older children at risk of family breakdown down due to issues such as risk of Child sexual Exploitation, missing episodes, substance misuse and youth offending.

As noted above the aim is to reduce children in care to 436 - which is the average for our 10 nearest authorities. Children's Services Care Planning Panel chaired by the Assistant Director, continues to oversee any admissions of children/young people into the care system, providing vigorous challenge to ensure that all other alternatives have been including placement with family members with support packages have been explored before agreeing to a child/young person becoming looked after. In terms of children ceasing to be looked after, this has increased to 225 children compared to 187 in the previous 12 months.

Actions

1. To further consolidate and evaluate the effectiveness of the Children's Services Care Planning Panel around Admissions and Exit Planning for Children in Care to ensure that alternatives to care are vigorously explored where it is safe to do so. (September 2015, Assistant Director Children's Health Safeguarding & Care and Head of Safeguarding)
2. As part of the Model of Practice Developments in Children's Social Work, an Adolescents Service is being developed which will become operational from 26th October 2015. A clear focus of this service will be to use resources creatively within a multi-agency framework to ensure that there are robust intervention packages to prevent the need for children to become looked after. (October 2015, Assistant Director Children's Health Safeguarding & Care and Mgr of Youth Offending & Substance Misuse)

Adult Services

% of Carers Services provided, where the cared-for person is not in receipt of social care support [Corporate]	%	63.64	Trend
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Position:

This indicator looks at the percentage of carers who receive carers services (e.g. carers direct payments, carers card, carers support work) where the cared-for person is not in receipt of long term community based services (e.g. homecare, day-care, client direct payments).

2015/16 Q2 position 63.64%

1235 carers received services between April and September 2015.

786 of their cared-for people received no social care services.

This is a brand new indicator for 2015/16 therefore there is no comparator information or historical data available at this point.

This is a baseline year so no target has been set; at present this will be reported as a 'trend' indicator.

Commentary:

This is a new indicator which replaces the previous measure '% of carers who receive an assessment and services or advice/information'. The new measure has been designed to evidence preventative work supporting carers' wellbeing. Supporting carers effectively maintains caring relationships and can prevent cared-for people requiring long term services.

It was recognised that the old indicator was not fit for purpose to measure effective working with carers. It looked at the number of carers who had both services and assessment/review within a given year as a percentage of all clients in receipt of long term services. It was originally part of the old National Indicator Set and the data sources were embedded within the old national RAP return (now replaced by the SALT return following the Zero Based review of Social Care).

We are currently developing a new system for carers to self-refer/assess and access a range of support options via the procurement of 'Open Objects' Carers Tool, an online gateway for assessment/signposting. However, agreement to contract this as a pilot is pending outcome of the Change Advisory Board and meetings with Information Architects, for their agreement. The success of the Open Objects tool is dependent on having accessible, up-to-date and relevant Information and Advice to signpost/support people to self-direct.

With Open Objects, carers can undertake a carers assessment anonymously to enable them to self-serve and to access support options without needing to be brought in to the social care system. However, there is also the option for carers to make a referral to Access Point at the end of the assessment should they need additional support; and names/personal data will only be captured at this point. This will potentially cause issues for reporting and it is likely that this indicator will be replaced in time by reporting directly from the Open Objects system which can provide intelligence on the number of carers signposted to services/information and advice, and those who refer themselves direct to Access Point.

The draft Carers Strategy 2015-2020 THINK CARER – supporting carers through an increasingly Carer Friendly City, has 5 priorities:

- Greater Carer Awareness – through the Carers Charter; Carers Register; and Carers Card.
- Increasingly integrated services through a stronger infrastructure for effectively and consistently supporting carers
- Support for Carers through a tiered approach– from preventative services, to Carers Register, to complex statutory

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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interventions.

- Embrace a Whole Family Approach to supporting carers.
 - Greater integrated working between ASC; the NHS; and the voluntary sector, building on the Carers Support Service within the Integrated Primary Care Teams.
 - Continued development of the Carers Card as a vehicle for supporting the key outcomes of the national carers strategy
- The Supporting Carers Programme will reflect the Strategy priorities, and support the implementation of the new legislative rights for carers.

Actions:

- 1) Develop systems for Carers to self-assess (via Open Objects) and access a range of information and signposting to different support options (subject to CAB/IA agreement). March 2016 Project Manager – Self-Assessment, and Project Manager – Information and Advice
- 2) Develop and implement the Supporting Carers Programme. There are a number of key drivers which reinforce the importance of supporting carers. These include the new legislative duties, from 2015, for adult carers (Care and Support Act); young carers; and parent carers (Childrens Act), as well as key policies including the National Carers Strategy Action Plan , and the NHS England Commitment to Carers. Ongoing, Commissioning and Performance Manager
- 3) The draft Carers Strategy 2015-2020 THINK CARER – supporting carers through an increasingly Carer Friendly City, going to Health and Well Being Board November 2015. Carers Commissioning Manager, Head of Commissioning Contracts and Partnerships

Permanent admissions of younger adults to residential and nursing care homes per 100,000 population [Corporate]

No.

3.69

4.73



Position:

Data shown relates to Q1. The data is lagged. The PI involves considerable data quality scrutiny and performance will vary through year.

As at Q1 there were 9 younger adults admitted to long term residential care. For context, as of 30th September in total there were 258 people aged 18-64 placed by the council in long term residential or nursing accommodation.

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

The annual target is 10 per 100,000 population, which was the result from last year. The target has been profiled based on results from previous years, for Q1 it is 3.69.

PI is expressed per 100,000 population. 18-64 Population 190,258

BHCC 2014/15 result was 10.0 which represents 19 younger adults permanently admitted to residential accommodation in the period. Overall there has been a small downward trend in the number of younger adults admitted to long term residential care, reducing from 20 people in 2013/14 to 19 people in 2014/15.

The comparative result for permanent admissions of younger adults in all England during 2014/15 was 14.0

Commentary:

The number of younger adults permanently admitted to residential accommodation continues to decrease. However those that are considered for permanent admission to residential and nursing care homes present cases that are increasingly complex and with more acute challenges.


To help to address this challenge we are providing more support in the community for people with complex needs through integrated working and reablement activity; this is helping to reduce the need to admit people to long term residential care.

Data provided is based on social care funded admissions to residential care, as it has been historically. The data sources for Adult Social Care Outcome Framework (ASCOF) indicator 2A 'Permanent admission to residential and nursing residential homes' have been updated to reflect sequels recorded by practitioners regarding intention to admit an individual to long term care, rather than service agreements which count funded contracts. As it is the first year of the new ASCOF data sources there are considerable data quality issues. In order to support real terms comparison of performance over time we are continuing to provide data on funded admissions.

We have had some technical issues in data collection highlighted through data quality cleansing . This has increased the number reported for the first quarter but should result in reduced admissions figures next quarter.

Actions

1. Joint working of the Integrated Primary Care Team through the Better Care Programme , and provision of Short Term Services to Maximise Independence. Commenced one cluster, to be rolled out to whole service over the next 18 months: March 2017.
Head of Adults Assessment
2. Further development of integrated working and continued focus on reabling people to their full potential will support this trend to continue. Commenced one cluster, to be rolled out to whole service over the next 18 months: March 2017
Head of Adults Assessment
3. Ensure that people receive timely reviews after discharge from hospital to ensure levels of support are appropriate. This is ongoing activity. Head of Adults Assessment

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
Permanent admissions of older adults (65+) to residential and nursing care homes per 100,000 population [Corporate]	No.	151.20	228.54	 RED Declining

Position:

Data shown relates to Q1. The data is lagged. The PI involves considerable data quality scrutiny and performance will vary through year as people may come out of the cohort based on changes to funding arrangements e.g. CHC funding.

The annual target is 545.9 and was set for Brighton & Hove as part of the Better Care programme. That target has been profiled for each quarter based on previous performance, for Q1 it is 151.2.

PI is expressed per 100,000 population. 65+ Population is 37,193

Q1 performance of 228.54 represents 85 older people admitted to long term care in the period. Figures can be subject to some fluctuation during the year due to retrospective adding of service agreements (causing figures to increase) and retrospective awarding of continuing health funding (causing figures to decrease). For context, as of 30th September in total there were 906 people aged 65 and over placed by the council in long term residential or nursing accommodation.

BHCC 2014/15 performance was 803.91 which represents 299 residential admissions during 2014/15, up from 269 residential admissions during 2013/14. The Better Care target was for 237 admissions in year.

The provisional comparative result for permanent admissions of older adults in all England during 2014/15 was 696.4

Commentary:

The number of older adults permanently admitted to residential accommodation increased during 2014/15. Those that are considered for permanent admission to residential and nursing care homes present cases that are increasingly complex and with more acute challenges.

To help to address this challenge we are providing more support in the community for people with complex needs through integrated working and reablement activity; this is helping to reduce the need to admit people to long term residential care.

Data provided is based on social care funded admissions to residential care, as it has been historically. The data sources for Adult Social Care Outcome Framework (ASCOF) indicator 2A 'Permanent admission to residential and nursing residential homes' have been updated to reflect sequels recorded by practitioners regarding intention to admit an individual to long term care, rather than service agreements which count funded contracts. As it is the first year of the new ASCOF data sources there are considerable data quality issues. In order to support real terms comparison of performance over time we are continuing to provide data on funded admissions.

Due to increasing complexity of need, the costs of enabling people to live in the community can now sometimes exceed the costs of meeting needs in a residential setting. Each case is individually scrutinised to ensure value for money.

Actions:

1. Joint working of the Integrated Primary Care Team through the Better Care Programme, and provision of Short Term Services to Maximise Independence. Commenced one cluster, to be rolled out to whole service over the next 18 months: March 2017.

Head of Adults Assessment

2. Further development of integrated working and continued focus on reabling people to their full potential will support this trend to continue. Commenced one cluster, to be rolled out to whole service over the next 18 months: March 2017. Head of Adults Assessment

3. Ensure that people receive timely reviews after discharge from hospital to ensure levels of support are appropriate. This is ongoing activity.

Head of Adults Assessment

% Social care clients receiving Self Directed Support [Corporate]	%	90.00	67.19	 RED Improving
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Position:

The figure shown relates to the percentage of clients who are in receipt of Direct Payments or have been through a Self Directed Support (SDS) process and had their personal budget calculated. Over 500 people receive support in a way that gives them more choice and control via a Direct Payment Surveys.

We have changed the way we are capturing this compared to last year, therefore direct comparison with previous results is not possible. As this SDS Process calculation happens during assessment/review the launch of new Care Act documents may have slowed down the rate of assessment (practitioners are adjusting to new tools) and therefore had an impact on performance. With the launch of new Care Act tools we are looking to ensure that a person has been through the Resource Allocation System (RAS) process (embedded within new assessment tools) as opposed to having had the SDS conversation as part of their support plan. Although the RAS scoring was embedded within some older tools it was not used for all who would have been through an SDS process therefore we historically included more assessment/support plan tools as evidence of SDS than we do now. We hope to see an improvement in the year as the tools become more familiar.

The offer of a personal budget to social care clients is mandatory in 2015/16. For the first year we are targeting 90%. 2014/15 comparator group top quartile 95.3%, national top quartile 95.8%

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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Commentary:

Surveys show that for the majority of these people receiving Direct Payments it is a good experience and the Care Act asks the council to strengthen its offer to both our established customers and new ones. The council is expected to speak to our existing customers at every opportunity to give them the real chance to try out this way of receiving and planning their support. Staff will be trained and supported to have a better knowledge and confidence to show to service users how this can be achieved.

The council has launched a pre-paid card option for people to have money put onto a card much like the cards most people now use for their purchasing. This avoids the need for customers to supply invoices and thus customers will experience a lighter touch from the council while improving governance of the process and thus building internal confidence. We have commenced the implementation of pre-paid cards after running a brief pilot with 2 service users. At present we are issuing cards to new service users and 7 have gone through in the past month. There have been some initial minor issues and matters of principle and policy but thus far they have been successful. Those people no longer have to send in their bank statements for monitoring as all transactions are available in a personal on-line account and the council is able to monitor expenditure with direct on-line access to the same information. The council also has more control of under and over spending on the account and can refer cases for review if there are difficulties.

Actions:

1. The council is working with the Fed, our local user lead organisation to both improve information about Self Directed Support as well as streamlining our internal and cross organisation interface. With the help of the local stakeholders group we aim to achieve a real desire to communicate to others and get local buy in. This work is underway and will be ongoing. Head of Adults Assessment
2. A comprehensive training programme in Care act implementation for social workers and care managers is underway; the Self Directed support offer is integral to this training. (March 2016) Head of Adults Assessment

Delayed transfers of care [Corporate]

No. 11.40 14.51



Declining

Position

This indicator shows the total number of delayed transfers of care for people in hospital in Brighton & Hove. It is included in this report to give the broader picture around delayed transfers since it includes delays that are the responsibility of the NHS as well as Brighton & Hove City Council. Delays that are attributable to the council's social care services are reported here in a separate indicator, but do make up part of this result.

Data showing relates to position at August 2015. There is a lag with data being published by NHS England.

The target shown here is the result for 2014/15.

Information regarding delayed transfers of care is collected for acute and non-acute (including community and mental health) patients. The focus is to identify patients who are in the wrong care setting for their current level of need and it includes patients in all NHS settings irrespective of who is responsible for the delay.

A delayed transfer of care from acute or non-acute (including community and mental health) care occurs when a patient is ready to depart from such care and is still occupying a bed.

A patient is ready for transfer when:

- a. A clinical decision has been made that patient is ready for transfer AND
- b. A multi-disciplinary team decision has been made that patient is ready for transfer AND
- c. The patient is safe to discharge/transfer.

A multi-disciplinary team in this context includes nursing and other health and care and support professionals, caring for that patient.

165 patients delayed on snapshot days in April-August

PI figure is an average of monthly snapshot figures expressed per 100,000 population

18+ population figure is 227451

Brighton and Hove 2014/15 PI figure was 11.4

England 2014/15 PI figures was 11.2

South East England 2014/15 PI figure was 10.8

Delayed transfers of care attributable to social care [Corporate]

No. 3.60 6.51



Declining

Position:

Data shown relates to August 2015. There is a lag with data being published by NHS England relating to a given month at the end of the following month. The KPI figure is a monthly average of patients delayed from being discharged from hospital on snapshot days expressed per 100,000 population.

There were 74 delays on snapshot day in April-August

18+ population figure is 227451

BHCC 2014/15 result was 3.59 (98 delays on snapshot days between April-March) so the current trend is showing an increase in the numbers of delayed transfers of care.

The target is to maintain our current performance at 3.6 in line with comparators in the South East.

The comparative result for Delayed Transfers of Care from hospital (attributable to Social Care) during 2014/15 in all England was 3.7 and 3.6 in the South East.

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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Commentary:

Performance in terms of delay from acute hospital is relatively good, but there are concerns about managing delays from Sussex Partnership Foundation Trust (SPFT) which relate to non -acute Mental Health settings. 64 of the 98 delays are from non-acute SPFT wards. The main issue cited by SPFT is lack of specialist Mental Health care home provision for older people requiring residential/nursing care in order to be discharged from Nevill dementia ward. Between April and August 2015, 55 of the 74 delays relate to non-acute Mental Health settings.

The Rapid Home Care Service is now in place supporting people home from hospital as soon as they are medically fit for discharge. It is a key part of delivering Better Care in Brighton and Hove.

The Service has been commissioned to support patients who are due to be discharged from the Royal Sussex County Hospital and we are already seeing encouraging results since its introduction in the summer. Based within the Royal Sussex County Hospital, the service team is being led by homecare provider, Halifax Care, in partnership with Coastal Homecare and Alina Homecare. Together, this alliance is improving the way patient transfers from hospital to home are coordinated.

As winter approaches, the provision of rapid homecare, along with other initiatives that are supporting timely hospital discharges in the city, will be an essential part of keeping vulnerable people well and independent at home, while reducing avoidable pressure on our local hospital's inpatient wards.

Actions:

1) Increased capacity in community short term services:

This is designed to increase the availability of community short term services care beds in nursing homes. In addition to the commissioned intermediate care beds at Craven Vale, Knoll House and the Victoria group of homes the CCG commission short term additional capacity as needed. The Craven Vale and Knoll House beds are jointly commissioned by BHCC and the CCG and supported by Sussex Community NHS Trust (SCT), the Victoria beds are commissioned by the CCG and supported by SCT. This has been implemented and will be reviewed monthly. Head of Commissioning Contracts and Partnerships

2) Work on creating a diverse and sustainable market:

Brighton & Hove have seen significant changes in the care market over the last 2 years, with new providers coming into the market (at rates the local authority cannot afford to purchase) and with smaller providers exiting the market. A Care Home Market Action plan is being developed with the CCG to respond to market capacity issues and to the requirements of the Care Act. There is a shortage of care home provision for older people with mental health needs: Work is going on to establish how to incentivise mainstream care homes to accept people with dementia. An Expression of Interest has been sent out recently to establish if any provider in the city wants to provide beds for people with mental health needs with mental health needs. This could be through a range of purchasing options.

Providers are aware of the needs of the city through the Market Position Statement published by Adult Social Care, and through regular meetings with the care home sector. When people with dementia require a care home bed, every effort is made to offer a place in the city. If this is not possible due to market capacity, people are offered placements locally in East & West Sussex. Where relevant, Brighton & Hove pay above the set rate for a care home placement. This is underway and will be an ongoing process. Head of Commissioning Contracts and Partnerships

Safeguarding audits that demonstrate they have met agreed practice standards [Corporate]

%

75.00

100.00



GREEN
No Change

Position

This indicator measures delivery of the broad expectations for Social Workers undertaking statutory safeguarding duties (on behalf of Brighton & Hove City Council's Adults Assessment Service) against five practice standards. The 5 standards provide a benchmark for social workers who undertake statutory enquiries under Section 42 of the Care Act 2014.

Data for this indicator is lagged as the audits take place after the quarter has finished. This is data for April – June 2015. Audits for July – September 2015 commenced in October.

Between April and June 15 audits were completed by the Professional Standards and Safeguarding Team. A new audit processes was trialled, Finalising Practice Standards. All 15 audits met the draft Practice Standard requirements, hence the 100% result.

New procedures for safeguarding enquiries, new documentation, and training for this are being rolled out to all staff early 2015/16. The audit process is also being revised to meet these changed expectations, so it is not clear yet what the results of any audit will be. The target of 75% was set based on the prediction that the first quarter may show some cases not meeting the requirement, but that as training and learning is disseminated to staff this will improve as the year progresses.

The target and amber value will be reviewed during the year, and will increase to 100% in the second year (2016/17).

The numbers of cases that are audited will be 15 per quarter (60 for full year) so small numbers not meeting expectations will cause the % achieved to drop significantly.

This is a local indicator and no comparator data is available.

Commentary

The practice standards inform and guide practice for Social Workers undertaking statutory safeguarding duties and they must be demonstrated retrospectively through case file audit. Where one or more standard is not demonstrated, the enquiry will be considered to have fallen below the threshold of acceptable practice. They are:

- Standard 1: The Social Worker promoted and acted upon a person centred and outcome led safeguarding process with the individual, their family and their representative
- Standard 2: The Social Worker assessed and documented a clear and proportionate narrative of risk, opportunity and resolution

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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- Standard 3: The Social Worker engaged with stakeholders and partner organisations appropriately to enable the individual to manage their safety and to prevent future harm
- Standard 4: The Social Worker engaged with stakeholders and partner organisations appropriately to enable others to manage their safety or to prevent future harm
- Standard 5: The Social Worker received and engaged in supervision

Learning from this process is being collated, for report to DMT and Assessment Team managers.

Staff who completed individual cases which have been audited have received direct feedback with the aim of building on the good results so far.

Actions

- 1) New Safeguarding Audit Framework is now in place, following Q1 pilot, and audits for Q2 onwards will be undertaken by the Professional Standards and Safeguarding Team, and by General Managers and Operations Managers within the Assessment Service. Ongoing. Head of Adult Safeguarding
- 2) Audits from Q2 to be discussed at Moderation Panel 17/11/15 to ensure consistency of auditing and agree learning and actions. Head of Adult Safeguarding
- 3) Outcome of audits to be reported to the Safeguarding Adults Board 7/12/15. Head of Adult Safeguarding

Telecare - proportion of support plans that have Telecare as a component [Corporate]

%

50.00

41.00



Position:

The indicator as to whether or not Telecare is in place is based on the following question in Social Care records :

'Is Telecare equipment or CareLink currently in place?'

Of the 3458 people with community based services between April 1st 2015 and September 30th 2015, 1419 have answered 'Yes' to the above Telecare/CareLink question in their most recent assessment/review or Care & Support plan.

This equates to 41% of people with Community Based services in the Qtr. 1-2 reporting period identified as having Telecare/CareLink in place by the practitioner responsible for their assessment/review.

This is a new local indicator; no comparator information is currently available but will be sought during 2015/16. The target of 50% represents continuous progress and allows continuous progress on the telecare agenda.

Commentary:

Telecare is an essential part of Adult Social Care's strategy to promote independence of service users and to reduce the need for directly funded care.

The year end result for 14-15 was 44% of people with a support plan had Telecare/CareLink in place. At the start of each reporting period we will expect to see a drop in performance as clients receiving community based services move into residential support, become deceased or no longer require social care services.

The better care funded initiative 'Telecare: Living Well' started 13 July 2015. This new initiative provides Telecare support and other personalised preventative services to help reduce, prevent or delay the need for care and support. We expect to see an increase in Performance in Qtr. 3-4 as a result of this initiative and the additional recording of Living Well Care Managers. We also expect to see an increase in performance in year as clients are reviewed and Telecare is offered as suitable alternative to meet needs.

In 2012 a dedicated project was initiated to raise the awareness of the benefits of Telecare and to embed Telecare as a support tool into social care and health practice.

Ongoing project work has included regular staff training sessions, delivery of an increased range of Telecare solutions and awareness raising of the benefits of Telecare to community groups through presentations, awareness talks and marketing.

Relationship building with the community and voluntary sector has also been an important aspect of the project.

The 2014/15 result demonstrated that Telecare has become an integral part of social care provision.

Actions:

- 1) Ensure the new 'better care' Telecare project (Telecare: living well) is delivered which provides early help to people who are struggling with aspects of daily living. This project aims to provide a preventative service and to support the wellbeing of local residents. Project Manager, Commissioning & Partnerships
- 2) Ensure on going promotion of Telecare is delivered to health and social care professionals and members of the community. Project Manager, Commissioning & Partnerships
- 3) Ensure Telecare is delivered to the highest standards by achieving on going accreditation from the Telecare services association. Project Manager, Commissioning & Partnerships (ongoing)
- 4) Ensure the latest technological solutions are used to support independent living and to minimise risks. Project Manager, Commissioning & Partnerships (ongoing)
- 5) Incorporate additional data collection for this PI from the new Scrutiny panel form which also collects information as to whether Telecare is in place, and if not, why not. Performance Improvement Manager, ASC.

Public Health

No.

33.00

23.00



First time entrants (FTE) to the youth justice system

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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Position

The target for first time entrants (FTE's) for 2015-16 has been set at 65, with 17 in the first quarter and 15 in the second quarter. This quarter's figure thus indicates the YOS is on track to achieving the annual target. Within the quarter (2), 11 were male, 4 were female and 2 were children in care. Of these, 10 went through the pre court system, 4 received a Referral Order at court and 1 young person received a Conditional Discharge.

Offences were as follows:

- Criminal Damage: 2
- Drugs Offences: 3
- Motoring Offences: 2
- Public Order Offences: 1
- Theft and Handling: 2
- Violence Against the Person: 5

Following a meeting with the YJB in September we have been informed that Brighton and Hove FTE rate is the 3rd lowest in the county, behind Surrey and Staffordshire.

Commentary

It is significant that the YOS has continued to improve on this already low FTE rate. This in part is down to the improved joint working between the police and the YOS over the last 2 years. The YOS now has a process whereby data is provided from the police in relation to FTE's. This information is vital to ensure that both police and YOS data is accurate. It will also enable the YOS to track current cohorts of first time entrants to monitor their rate of re-offending.

YOS Court Officers continue to identify potential pre-court diversion cases at the point of initial court hearing, with the view to divert potential cases back to the police for consideration of pre-court disposals. As per last quarter's action to review cases entering through the court system, this quarter, 4 young people entered the youth justice system via the court process. All of these had either refused to engage in pre-court diversion or had committed an offence deemed too serious to merit a pre-court disposal.

Violence against others continues to be the predominant offending type for first time entrants. The YOS plans to map the nature and severity of these offences during the next quarter to analyse patterns among this group.

At the end of quarter 2 the YOS Police Officer went on planned long term sick leave. While aspects of his role are being overseen, as yet no replacement is in post. This is likely to have considerable implications to the effectiveness of our pre-court diversion, given the YOS Police Officer role now deals with all young people referred via this route and is therefore integral to our ability to continue to keep FTE's low.

Actions

Analysis of those entering via the court system to ensure there is a clear rationale for escalation to conviction– Craig White, Information Officer

Maintain data flow between YOS and Police (Anna Gianfrancesco, Service Manager)

Analyse nature of violent offences for next quarter (Jessica Edwards, Practice Manager and Laura Campbell, Operations Manager)

Ensure the YOS Police Officer role is replaced (Laura Campbell, Operations Manager in liaison with Sussex Police)

Total Police recorded crimes [Corporate]	No.	11,292.00	11,649.00	 AMBER
				Declining

Position:

In the first half of 2015/16 there were 11,649 police recorded crimes in Brighton & Hove, up 2.5% compared with the same period in 2014/15, although the increase is less than it was at the end of the first quarter when it was up by 3.6%.

The target for 2015/16 was set at the outturn level of crimes in 2014/15 on the grounds that there had been a long term decline in recorded crimes, and with pressure of public sector resources, maintaining current levels was felt to be a realistic and challenging target.

Commentary:

Total crime is, broadly speaking, broken down into acquisitive crime (43% of total in q2), violent crime (37% of total), criminal damage (11% of total) and other offences (9% of total). Acquisitive crimes and criminal damage crimes in the first half of 2015/16 are both down compared with the same months in 2014/15.

The increase in total crime is mainly accounted for by an increase in recorded violent crime. In the first half of 2015/16 violence against the person offences increased by 25%. Changes in recording practices by police have had a disproportionate effect on recorded violent crime, particularly domestic violence, sexual violence and hate crimes.

Hate crimes, domestic violence and sexual offences have all been affected by the increase as a result of improved recording practices, but at the same time the partnership has also been working to increase reporting of these types of crime. The impact of this is that more incidents are coming to the attention of services meaning that more victims can be supported and the behaviour of perpetrators can be addressed, although this is resulting in increased demand on services.

Action:

- 1) The Safe in the City Partnership Board received a report from key professional stakeholders that concluded that in general

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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terms changes in police recording practices were still impacting on crime figures (particularly violent crimes) with more being recorded than previously. The stakeholder group has agreed to re-convene in the future to again consider whether then effect of changes in recording practices is still having an effect.

Head of Community Safety

Violent crimes with injury (proxy for alcohol related crime) [Corporate]	No.	1,196.00	1,268.00	 AMBER Declining
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Position:

After the first half of 2015/16 there have been 1268 injury violence crimes recorded by the police. This is 5% more than the position half way through 2014/15, but the increase is much less than it was at the end of the first quarter when it was up by 14%, suggesting that the effect on the recorded numbers of improvements in recording which were initially observed early in 2014 may be stabilising, albeit at a higher level.

Professionals, including police, ASC, CSC and probation met to discuss the subject and were collectively satisfied that there is not at the present time an underlying increase in the prevalence of violent crime.

The target for 2015/16 was set at the outturn level of crimes in 2013/14 on the grounds that there had been a long term decline in recorded violent crimes, and with pressure of public sector resources, maintaining current levels was felt to be a realistic and challenging target.

Commentary:

There were 338 attendances at A&E related to assaults in the first three months of 2015/16 (awaiting further data). This is a 6.1% decline compared with the same months in 2014/15.

Areas of specialist investigation in relation to violent crime, which include domestic violence, sexual violence and child sexual exploitation, are seeing an increase in reporting and more accurate recording of crimes. This results in more victims having the trust and confidence to report and this means that offending can be addressed and further offences reduced. However, services supporting victims are finding they are increasingly stretched.

Actions:

1) The Safe in the City Partnership Board received a report from key professional stakeholders that concluded that in general terms changes in police recording practices were still impacting on crime figures with more being recorded than previously. The stakeholder group has agreed to re-convene in the future to again consider whether then effect of changes in recording practices is still having an effect. March 2016. Head of Community Safety

Finalised prosecutions of hate crimes which resulted in a conviction [Corporate]	%	89.00	87.00	 AMBER Declining
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Position:

In the first half of 2015/16 there have been 54 finalised prosecutions for hate crimes in B&H, of which 47 (87%) resulted in a conviction. This is a decline since the position at first quarter (88.5%; 23/26) although numbers are still relatively low for small shifts in the result to be reliable.

The target for this measure was set at 89%, which is a higher than the level achieved in 2011/12 (86.7%; 91/105), 2012/13 (83.3%; 90/108) or 2013/14 (86.4%; 89/103), although below the level achieved in 2014/15 (92.1%; 117/127). The overall hate crime target is higher than the national average for racist and religiously motivated crime convictions (85.2%; 2013/14) and for homophobic crime convictions (80.7%; 2013/14).

Commentary:

Of the 54 finalised hate crime cases in the first half of 2015/16, 34 related to racist crimes (31 convictions), 17 to homophobic crimes (13 convictions), 1 religiously motivated (1 conviction) and 2 disability-motivated (2 convictions).

The percentage of cases resulting in a conviction have been slightly higher over the past three financial years for racist crimes (88.5%) than for homophobic crimes (84.5%), mirroring the difference in national statistics (see above).

Action:

1) Finalised prosecutions will continue to be shared with relevant stakeholder groups who will call to account criminal justice partners as necessary. The Safe in the City Partnership Board and now the Neighbourhood, Communities and Equality Committee will receive performance information in relation to finalised prosecutions. Ongoing. Head of Community Safety

Percentage of finalised Domestic Violence prosecutions resulting in a conviction [Corporate]	%	74.60	73.00	 AMBER Declining
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Position:

In the first half of 2015/16 there were 189 finalised prosecutions for domestic violence, of which 138 resulted in a conviction (73.0%). This is a slight deterioration from the position at the end of q1 (73.9%), moving slightly further away from the target of 74.6%. The current position on this measure is also slightly below the outturn of 73.4% for 2014/15.

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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In q1 there were 111 finalised cases with 82 resulting in convictions and in q2 numbers were lower at 78 finalised cases and 56 convictions. However, compared with the first half of 2014/15 the number of cases reaching court has increased (189 in first half of 2015/16 compared with 156 in the first half of 2014/15).

Commentary:

The rate of attrition (i.e. those finalised prosecutions that do not result in a conviction) remains a concern. Managing this concern requires a partnership response, as specialist services for victims, Police, Court Service and other partners are key plays in improving performance.

Actions:

1. Magistrates Training is being delivered across Sussex by the Court and Tribunal Service, with input from specialist services. Family Legal Team Manager for Sussex and Surrey HMCTS (March 2016)
2. The new specialist services will include a lead professional for criminal justice. The commissioner and the provider(s) are meeting with the Court and Tribunal Service, the Crown Prosecution Service and the Witness Care Unit to review joint working practices with revised procedures for supporting victims agreed as part of mobilisation. Strategic Commissioner VAWG Unit (March 2016)
3. The Pan Sussex Domestic Abuse Plan has been agreed, key updates in this quarter include a commitment by Sussex Police to deploy Body Warn Video to enhance evidential opportunities. There is further work being undertaken in relation to the Transforming Summary Justice Agenda, to look at how cases are managed in court, with elements of best practice being piloted as part of 'Operation Ribbon' over Christmas. This involves Sussex Police and specialist services, and planning is being conducted in this quarter. Strategic Commissioner VAWG Unit (ongoing)

Percentage of finalised Sexual Violence prosecutions resulting in a conviction [Corporate]

%

71.70

73.60



Position:

In the first half of 2015/16 there were 72 sexual offences finalised at court and 53 of these (73.6%) resulted in a conviction. In the second quarter the number of cases finalised increased to 43 from 29 in the first quarter, and the number convicted went up to 34 in q2 from 19 in q1. At this position in the year performance is ahead of the target, and also better than the outturn for 2014/15 which was 68.3%.

The target for 2015/16 has been set at a level which is a 5% improvement above the outturn of achieved in 2014/15. Although 2014/15 showed an increase on the year before, conviction rates have been higher in the past, so there remains pressure on increasing performance.

The number of finalised cases at court should be seen in the context of the number of sexual offences recorded by the police, and of those, the number resulting in a charge. The number of crimes recorded by the police in 2014/15 rose by 46% compared with the year before, and the number of charges rose by 26%. It is therefore to be expected that, with a time delay in cases reaching the court stage, there would be a rise in the number of cases being prosecuted in 2015/16.

Commentary:

There is a longer term pressure on the capacity of specialist services, with an underlying upward trend in reporting; this is likely to reflect national coverage which has led to an increase in reporting of both current/ recent and historical offences. This is placing considerable pressure on the criminal justice system although the number of sexual violence offences finalised at court remains low.

The number of prosecutions finalised at court for sexual violence crimes which result in a conviction remains an area of concern (attrition described the number of these cases that do not result in a conviction). As noted in the preceding quarter, this impacts on victim outcomes at court and more broadly on wider victim confidence to report and progress through the criminal justice system, and the capacity to hold alleged perpetrators to account.

Managing this concern requires a partnership response, as specialist services for victims, Police, Court Service and other partners are key plays in improving performance. There is a particular challenge in relation evidential issues, while attrition in those cases that are finalised most often due to jury acquittal, which may reflect jury attitudes in relation to sexual offences, particularly in the context of consent. Encouraging reporting and challenging myths / stereotypes around sexual offences is therefore a key area of work.

Action:

1. The Pan Sussex Sexual Violence Action Plan has been agreed, with drafting led by the Partnership Community Safety Team. This Plan includes actions in year at a Sussex Level for an options analysis to consider how best to manage sexual violence cases, with a further action to identify what 'helps and hinders' reporting locally in order to inform future service delivery. Violence Against Women & Girls Commissioner
2. A Paediatric Sexual Assault Referral (SARC) service was established from the 1st April, as part of an uplift in provision funded by NHS England. This is a new model to support a vulnerable client group i.e. children 13 and under. The Partnership Community

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
<p>Safety Team is the lead commissioner for partners in Sussex, piloting a component of this new service, specifically Independent Sexual Violence Advocacy (ISVA) for children and their families. This is being undertaken in parallel with work for young people, as similar activity being developed around domestic violence. This is funded by the Police & Crime Commissioner, Violence Against Women & Girls Commissioner, and Head of Health & Justice Commission for Kent, Surrey and Sussex</p>				

Under 18 conception rate per 1000 women as measured by reduction from baseline [Corporate]	No.	24.50	27.10	 AMBER Declining
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Position:

Data is lagged and the latest data relates to Q1 2014/15. There were 28 conceptions in Q1 2014/15, compared with 20 conceptions in the same quarter for the previous year.

The latest local rate is 27.1 per 1,000 15-17 year olds calculated as a rolling average, which is above the 2015/16 target of 24.5.

The 2015/16 target has been set according to the under 18 conception rate for England and Wales in 2013.

This is a 7% increase locally compared to the same quarter in 2013 (25.4 per 1,000), compared with a decrease in England of 9% and a decrease in the South East of 13%.

The local quarterly rate remains above the England rate (23.4 per 1,000) and the South East rate (19.0 per 1,000).

The current rolling average indicates a 44% reduction from the 1998 baseline (December rate), slightly behind the reduction seen over this time period in the South East (51%) and England (50%).

Commentary:

Trend data suggests past reductions seen have plateaued and given service re-design on the integrated contraception and sexual health service, alongside commissioning changes with the prevention agenda to maintain current performance will be an achievement this year.

There is now a harder to reach group and this is also impacting upon the trend.

In addition, there have been vacancies and held posts for most of this year across three positions and one post has been frozen

Action:

1. The outcomes have been achieved in quarter 2 moving sexually active young people onto effective use of contraception; however the activity level is low. This is a pattern in previous years which is affected by the school holidays. Downlink YMCA to implement service improvements actions by December 2015. Strategic Commissioner Children's Services / PH Commissioning
2. The outcomes for the Youth Collective attached to delivering a Sex and relationship and Drugs & alcohol curriculum framework within the youth settings is on track. The drop-in data across each of the 6 schools continues to show a good level of engagement and the mentors' role will be informed by feedback from the JSNA. Strategic Commissioner Children's Services / PH Commissioning and Impact-Initiatives to agree the mentoring plan and Youth Curriculum focus areas (October 2015).

The number of alcohol-related hospital admissions per 100,000 population [Corporate]	No.	592.10	515.60	 GREEN Improving
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Position:

Data for this indicator is lagged. This is the result and target up to July 2015.

There is a positive trend showing a steady reduction in people being admitted to hospital in Brighton & Hove for alcohol related reasons, down from a high point of 2274.19 admissions in all of 2011/12. An 'admission' is a single occurrence of attendance at hospital. One individual could have a number of 'admissions'. Targets have not been set on this indicator with Substance Misuse treatment providers currently. Commissioners are instead working with providers to identify a number of measures linked to the contribution Substance misuse treatment providers can have in reducing alcohol related hospital admissions. The previous result from the same point last year has been used as a proxy target; the latest result continues the positive trend of reduced numbers of admissions.

The 2014/15 year-end result of 1639.3 also compares well with the most recent data from 2013/14 for all England average of 2,002, CIPFA nearest neighbour authorities 2,160, and all local authorities in the South East 1,702 (source LG Inform).

Commentary:

A number of different factors and organisations contribute to the reduction in alcohol related hospital admission rates. Providers of substance misuse treatment services have a role in this, as do Police (with regard to managing the night time economy), Higher Education organisations, local entertainment establishments, retail operators and other health and social care support organisations.

The work of the Alcohol Programme Board, and the associated domain groups, take forward the work streams that address alcohol related harm, including hospital admissions. The reduction in hospital related admissions should reflect the work that has been taken forward in the last two years. This has included a focus on supporting 'frequent returners' to hospital with an alcohol related issue, to address the underlying causes of their alcohol consumption. There has been work with off licences to reduce the amount of high strength beers and ciders available, which has meant that fewer of the 'street drinking' population are consuming high amounts of alcohol, which could result in a hospital admission.

Research into the impact Pride and Halloween have on alcohol related hospital admissions and assaults has been undertaken. Alcohol related hospital attendances did increase over the Pride weekend during 2015, but this could be due to better reporting at A&E. However, anecdotal feedback indicated that the initiatives put in place to support young people were very positive. These

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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will be expanded in 2016. The learning taken from Pride is being applied to Halloween for 2015.

A sea safety campaign was launched in July 2015, highlighting the risks of entering the water intoxicated. A range of innovative methods will be used to reach individuals e.g. short education videos, graffiti artists, glow in the dark signage on the seafront lower esplanade, etc. The video was seen 15,000.

Actions:

A number of initiatives have been commenced:

1. The new 'Pavilions' integrated drug and alcohol treatment and recovery service launched on the 1st April 2015. Support for people with problematic alcohol use will be a priority for the Pavilions service. Existing initiatives will continue e.g. alcohol liaison nurses at A&E, A&E frequent attender support programmes for hostel residents and support to street drinkers. As the new partnership beds in, a reinvigorated and renewed focus on preventing alcohol related hospital admissions will begin. The outreach team being created in Pavilions will help to focus on those people most needing support to service, but often not accessing the support they need. Lead - Commissioner for Substance Misuse. Timescale - ongoing across the year
2. Work continues on the development of Safe Space and related medical support. This includes providing first aid training to security staff from clubs and bars, and medical outreach teams along the lower esplanade. Joint work is ongoing with the CCG to identify additional funding to further develop Safe Space. Lead - Health Promotion/Pavilions/CCG. Timescale - ongoing.
3. Exploration work on the possible implementation of the Late Night Levy continues. Research is underway, looking at other areas that have already implemented the levy and have received a positive feedback. A research bid, via the National Institute for Health, will be submitted, focusing on the Late Night Levy. Lead - Licensing/Police/Substance Misuse Commissioner. Timescale - April 2016
4. Vulnerability training has been rolled out to Bar Staff to ensure that they are aware of the signs to look out for. Analysis of the training to be undertaken. Lead - Sussex Police. Timescale - Next Alcohol Programme Board meeting Jan 2016.
5. Community Alcohol Partnership to be taken forward and will focus on The Level. Lead - Licensing. Timescale - Ongoing.
6. 'Water Hero' campaign launched on 2nd October. Four nightclubs are participating and will be giving out water to customers. The scheme will run for six weeks and will be evaluated, with results coming to the next APB in Jan 2016. Lead - Health Promotion. Timescale - Jan 2016

Nitrogen Dioxide levels in Brighton and Hove (µg/m³ - micrograms per cubic meter): Lewes Road (quarterly) [Corporate]

No.

40.00

29.00



Position:

For July - September 2015 the monitor on Lewes Road indicates nitrogen dioxide was 29 micrograms per meter cubed (µg/m³) this compares to between 42 µg/m³ and 49 µg/m³ for same seasonal period over past three years 2012-2014.

36 µg/m³ is 90% of EU and UK annual mean legal limits (effective since 2010) for outdoor air where people are present. BHCC has two Air Quality Management Areas declared for none compliance with EU and UK standards for nitrogen dioxide. The Air Quality Action Plan sets out to improve nitrogen dioxide and achieve legally binding limit.

Commentary:

The results for July and August 2015 are low for concentrations of nitrogen dioxide, however September 2015 is more typical compared to what has been monitored before. This quarter shows an encouraging improvement in nitrogen dioxide compared to previous years.

Actions:

- 1) Buses have been retrofitted and a scheme to improve taxi emissions is ongoing. Senior Technical Officer, Environmental Protection
- 2) The air quality action plan was approved at Environment, Transport & Sustainability Committee in October 2015 and this includes a comprehensive set of measures to reduce nitrogen dioxide levels Senior Technical Officer, Environmental Protection

Nitrogen Dioxide levels in Brighton and Hove (µg/m³ - micrograms per cubic meter): North Street (quarterly) [Corporate]

No.

40.00

51.00



Position:

For July - September 2015 the analyser on North Street indicates nitrogen dioxide was 51 micrograms per meter cubed (µg/m³) this compares to 54 µg/m³ for the same period in 2014, 57 µg/m³ in 2013 and 65 µg/m³ in 2012.

36 µg/m³ is 90% of EU and UK annual mean legal limits (effective since 2010) for outdoor air where people are present. BHCC has two Air Quality Management Areas declared for none compliance with EU and UK standards for nitrogen dioxide. The Air Quality Action Plan sets out to improve nitrogen dioxide and achieve legally binding limit.

Commentary:

The analyser on North Street suggests an improving trend for July - September compared to previous years 2012-2014. That said further improvement is required to meet nitrogen dioxide targets at this location that it representative of the transport corridor and bus Low Emission Zone (LEZ).

A new BHCC air quality action plan has been approved by Transport, Environment and Sustainability Committee in October 2015.

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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By mid-2015 the Brighton bus LEZ became operational. 55 older buses are retrofitted, 24 brand new buses have or are being introduced to compliment 13 diesel-electric hybrid buses. In total 87 buses are close to Euro 6 (2013 emission standard). This leaves the majority of buses frequenting the LEZ at euro 5 diesel (2008 emission standard). These euro 5 vehicles have considerably higher emission rates than the best vehicles now in circulation. Less frequent services entering the LEZ can be euro 3 or euro 2 (new standards in 1999 and 1996).

Actions:

- 1) Buses have been retrofitted and a scheme to improve taxi emissions is ongoing. Senior Technical Officer, Environmental Protection
- 2) The air quality action plan was approved at Environment, Transport & Sustainability Committee in October 2015 and this includes a comprehensive set of measures to reduce nitrogen dioxide levels. Senior Technical Officer, Environmental Protection

Environment, Development and Housing

The percentage of municipal waste landfilled (3 month lag) [Corporate]	%	11.00	2.66	 Improving
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Position:

This is the provisional figure for Qtr 1 2015/16, which is the latest data available.

The outturn for this period is lower (better performance) than the equivalent period in the previous two years, 10.09% in 2014/15 and 19.74% in 2013/14.

The target for the year is 5%. This was set locally as part of the 2012 waste strategy update.

The latest statistical neighbour comparator information available is for the financial year 2013/14. Where no figure is showing, data is not yet available. The following authorities listed are the local authority neighbours as identified by the Association for Public Service Excellence (APSE). The group includes: Blackburn with Darwen Borough Council (59.7%), Blackpool Borough Council (30.9%), Gateshead Metropolitan Borough Council (23.4%), Knowsley MBC, London Borough of Havering, North Tyneside Council (8.0%), Rotherham MBC (33.9%), Stockton-on-Tees Borough Council (0.3%).

Commentary:

Disposal of waste to landfill is the least favourable treatment option in terms of environmental impact and cost. The councils integrated waste management contract has delivered the facilities to maximise recycling and composting rates, including the Hollingdean Materials Recycling Facility (MRF) and the In Vessel Composting (IVC) facility at Whitesmith in East Sussex. The contract encourages recycling and composting and any residual waste is processed through the Energy from Waste Facility (EfW) in Newhaven. This facility generates electricity which is sold to the national grid. The council receives a proportion of the income for materials sold for recycling as well as a proportion of the income from electricity generated. Recycling and composting are the most economic treatment options for the council.

Residual waste is generally only disposed to landfill if it cannot be processed by facilities higher up the waste hierarchy. This tends to be composite bulky waste. The EfW in Newhaven is shut down for a number of weeks annually for maintenance purposes. In the past some of the waste arising during this short period has been disposed to landfill but opportunities to divert waste to other facilities during this period are being progressed.

Overall the percentage of waste sent to landfill is expected to remain on target at or below 5% per year.

Actions:

1. To continue to monitor performance against this indicator
2. To explore any new opportunities to reduce the amount of residual waste sent to landfill further (Cityclean Management team)

Residual waste per household (kg) (3 month lag) [Corporate]	No.	147.50	158.92	 Declining
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Position:

This is the provisional figure for Qtr 1 2015/16, which is the latest data available. Residual waste is total household waste collected less total household waste sent for recycling, composting or reuse.

This result is higher (worse) than the same period in the previous two years which were 156.17kg/hh (2014/15) and 146.23kg/hh (2013/14).

The target for the year is 590kg/hh. This was set locally as part of the 2012 waste strategy update.

The latest statistical neighbour comparator information available is for the financial year 2013/14. The following authorities listed are the local authority neighbours as identified by the Association for Public Service Excellence (APSE). Where no figure is showing, data is not yet available. Blackburn with Darwen Borough Council (551.7kg/hh), Blackpool Borough Council (520.8kg/hh), Gateshead Metropolitan Borough Council (571.6kg/hh), Knowsley MBC (567.3kg/hh), London Borough of Havering (697.3kg/hh), North Tyneside Council (590kg/hh), Rotherham MBC (557.8kg/hh), Stockton-on-Tees Borough Council (698.6kg/hh).

The national average is significantly lower at just over 535kg/hh in 2013/14, a direct result of the recycling rate being significantly higher nationally.

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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Commentary:

The amount of residual waste produced per household is related to the total amount of waste produced per household and how much of that is taken out of the waste stream (eg by home composting or reuse) and by recycling.

The indicator for Brighton & Hove does not compare favourably to cities like Cheltenham, Bournemouth and Bristol, and this is largely due to the differences in recycling services. These cities provide food waste collection linked to fortnightly refuse collection and some also provide a garden waste collection.

Realising a step change in recycling rates in Brighton & Hove and hence a reduction in the amount of residual waste produced requires a significant change in policy. Proposals for food waste collection and fortnightly refuse collection in suburban areas of the city have been worked up. This work identified that this would require an additional revenue cost in excess of £1m per year. In the current economic climate this has not been pursued.

Fortnightly refuse collection without food waste would result in an increase in the amount of recycling collected (and a reduction in residual waste) as residents would be encouraged to separate their waste. It is a model that has been adopted by a number of local authorities but is not one Brighton & Hove has pursued for its suburban areas.

More modest reductions in residual waste can be achieved by encouraging more residents to recycle materials for which we currently provide collection services and to encourage those that already recycle to recycle more. Waste minimisation can also be encouraged for example by promoting home composting and re-use schemes. Work on this type of engagement work, linked to incentive and communication campaigns had been on hold as a result of the service disruption. A detailed delivery plan is now being delivered.

In relation to food waste the Food Partnership is, as part of its program, is encouraging people to reduce the amount of food waste they produce and to compost any food waste they do have. The community composting scheme, focussed on more densely populated areas of the city, now has over 1,000 members who compost their food waste which all contribute to reducing the amount of residual waste produced in the city.

Actions:

1. A trial to introduce wheelie bins for recycling was approved in July 2015 and is expected to go live in November. (Cityclean Management Team)
2. A business plan for garden waste collections will be presented to ETS Committee in October 2015. These schemes are expected to increase recycling rates and reduce residual waste. (Cityclean Management team)
3. To review the waste strategy targets based on the service review and waste analysis (Head of Strategy and Projects). New targets and action plan to be agreed for 2016/17.
4. To deliver the communication and engagement campaign to inform residents about the recycling service and encourage them to recycle more. The campaign will be based on an incentive scheme where a proportion of the savings resulting from increased recycling rates are ring-fenced to a community fund. The scheme will launch by the end of 2015. (Cityclean Management Team & Corporate Communications Team)

The percentage of household waste sent for reuse, recycling and composting (3 month lag) [Corporate]

%

27.00

25.55



Declining

Position:

This is the provisional figure for Qtr 1 2015/16, which is the latest data available.

The outturn for this period is lower (worse performance) than the equivalent period in 2014/15, when the result was 27.18%. The same period in 2013/14 was 25.92%.

The target for the quarter is 27%. The target for the end of the financial year 2015/16 is 28%, and was set based an expected improvement in service reliability. The 2012 waste strategy target of 40% is due to be updated for 2016/17 to reflect changes in the service.

The latest statistical neighbour comparator information available is for the financial year 2013/14. The following authorities listed are the local authority neighbours as identified by the Association for Public Service Excellence (APSE). Where no figure is showing, data is not yet available. Blackburn with Darwen Borough Council (40.1%), Blackpool Borough Council (41.1%), Gateshead Metropolitan Borough Council (36.5%), Knowsley MBC (33.1%), London Borough of Havering (31.5%), North Tyneside Council (37.3%), Rotherham MBC (40.9%), Stockton-on-Tees Borough Council (28.0%).

Commentary:

This indicator for Brighton & Hove does not compare favourably to cities like Cheltenham, Bournemouth and Bristol, and this is largely due to the differences in recycling services. These cities provide food waste collection linked to fortnightly refuse collection and some also provide a garden waste collection.

Realising a step change in recycling rates in Brighton & Hove and hence a reduction in the amount of residual waste produced requires a significant change in policy. Proposals for food waste collection and fortnightly refuse collection in suburban areas of the city have been worked up. This work identified that this would require an additional revenue cost in excess of £1m per year. In the current economic climate this has not been pursued.

Fortnightly refuse collection without food waste would result in an increase in the amount of recycling collected (and a reduction in residual waste) as residents would be encouraged to separate their waste. It is a model that has been adopted by a number of

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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local authorities but is not one Brighton & Hove has pursued for its suburban areas. More modest increases in recycling can be achieved by encouraging more residents to recycle materials for which we currently provide collection services and to encourage those that already recycle to recycle more. Waste minimisation can also be encouraged for example by promoting home composting and re-use schemes. Work on this type of engagement, linked to incentive and communication campaigns had been on hold as a result of the service disruption. A detailed delivery plan is now being worked up. In relation to food waste the Food Partnership is, as part of its program, is encouraging people to reduce the amount of food waste they produce and to compost any food waste they do have. The community composting scheme, focussed on more densely populated areas of the city, now has over 1,000 members who compost their food waste which all contribute to reducing the amount of residual waste produced in the city.

Actions:

1. A trial to introduce wheelie bins for recycling was approved in July 2015 and is expected to go live in November 2015.
2. A business plan for garden waste collections will be presented to ETS Committee in October 2015. If approved the service will commence in Spring 2016. (Cityclean Management team)
3. To review the waste strategy targets based on the service review and waste analysis (Head of Strategy and Projects). New targets and action plan to be agreed for 2016/17. (Head of Projects & Strategy)
4. To deliver the communication and engagement campaign to inform residents about the recycling service and encourage them to recycle more. The campaign will be based on an incentive scheme where a proportion of the savings resulting from increased recycling rates are ring-fenced to a community fund. Work is underway with the Communications Team to deliver this by the end of 2015. (Cityclean Management team & Corporate Communications Team)

Missed refuse collections per 100,000 population [Corporate]	No.	83.00	99.00	 AMBER Improving
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Position:

This result is for Qtr 1 & 2 2015/16. The target was set using the APSE (Association for Public Service Excellence) authority family group average result for 2013/14. Previous annual results for this indicator are not available due to a change in how we measure this to align with the APSE family group method. The latest available comparator information is the APSE family group average for 2013/14 of 83 collections per 100,000.

Commentary:

The new indicator includes properties which did not receive a collection where this has not been reported to the service (for example if a whole road has been dropped). There has been an improvement in Q2 compared to Q1 and the percentage of properties that have had a missed refuse collection remains very low (<0.01%). Performance is only slightly below target and conversations with APSE suggest there are likely to be inconsistencies in reporting this indicator amongst the family group.

Actions:

1. This is the second quarter the new methodology has been used. The data is still being checked to ensure it accurately reflects performance. It is likely that Cityclean over reports on this indicator compared to other cities by being very proactive in identifying any missed work. (Head of Operations 08/15)
2. The number of missed bins will continue to be monitored and measures put in place to improve performance. (Head of Operations 08/15)
3. Performance reporting systems are being improved to monitor missed bins on a round by round basis to allow more effective performance management (Head of Projects & Strategy 12/15). Please note: This is a baseline year due to a change in calculating missed collections. In order to match the APSE calculation this figure now looks at the number of missed collections per 100,000. This is calculated as: Total Missed Collections/(Total Number of Expected Collections/100000)

Missed recycling collections per 100,000 population [Corporate]	No.	43.00	131.00	 RED Improving
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Position:

This result is for Qtr 1 & 2 2015/16. The target was set using the APSE (Association for Public Service Excellence) authority family group average result for 2013/14. Previous annual results for this indicator are not available due to a change in how we measure this to align with the APSE family group method. This is now calculated as: Total Missed Collections/(Total Number of Expected Collections/100000). Previously the total number of missed bins across the city was reported. The latest available comparator information is the APSE family group average result for 2013/14 of 43 collections per 100,000.

Commentary:

The new indicator includes properties which did not receive a collection where this has not been reported to the service (for example if a whole road has been dropped). There has been a significant improvement in Q2 compared to Q1 and the percentage of properties that have had a missed refuse collection remains very low (<0.01%).

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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Performance is below target and conversations with APSE suggest this is likely to be due to inconsistencies in reporting this indicator among the family group. We are working with APSE to get clarity on the family group average calculations. Our direction of travel is positive over the year to date.

Actions:

1. This is the second quarter the new methodology has been used. The data is still being checked to ensure it accurately reflects performance. It is likely that Cityclean over reports on this indicator compared to other cities by being very proactive in identifying any missed work. (Head of Operations 08/15)
2. The number of missed bins will continue to be monitored and measures put in place to improve performance. (Head of Operations 08/15)
3. Performance reporting systems are being improved to monitor missed bins on a round by round basis to allow more effective performance management (Head of Projects & Strategy 12/15).
4. Work with APSE to get clarity on the family group average calculations. (Head of Cityclean and Parks, ongoing)

Housing Tenants: Rent collected as proportion of rent due [Corporate]

%

98.30

98.66



Improving

The projected end-year rent collection rate as of September stands at of 98.66%

Position:

The target of 98.40% by end 2015/16 is locally set by the Housing Leadership Team. The target is set to maintain upon the improvement seen during the previous financial year, when the collection rate improved by 0.08% to reach 98.39%, whilst minimising the risk of increased arrears as a result of upcoming welfare reforms. In particular, the Government's decision to lower the Benefit Cap to £20k (for families outside London) and the first stage of the introduction of Universal Credit in the City, which is expected to take place between December 2015 and March 2016. The reduction in Housing Benefit for under-occupying households continues to impact rent collection, although the arrears of affected households have reduced: as of September 2015 these arrears stand at £85k, which is the lowest rate since March 2013.

We benchmark this indicator against data from the Rent Income Excellence Network (RIEN), and our end-year 2014/15 performance (98.39%) compares favourably with the average result for other participating local authorities (97.54%). The published analysis by RIEN does not break down by quartile. We also benchmark rent arrears and collection data using Housemark, and the results from their 2014/15 Priority Performance benchmarking indicate that we are in the top quartile for all of their rent arrears and collection indicators, when compared with all participating upper tier local authorities with stock of 10,000 units or more. The Housemark indicators do not include this exact indicator for rent collection, which is a former statutory one for local authorities (BVPI 66a), as theirs cover all range of social landlords and are therefore more generic. We continue to use this indicator because it is better-suited to rent collection performance by local authorities.

Commentary:

At 98.66%, performance against target is very good as of August 2015. Not only has the 98.40% target been exceeded, but the collection rate has continued to improve since the end of the previous financial year. The collection rate is the same as for the end of the 2012/13 financial year, prior to the introduction of welfare reforms such as reduction in Housing Benefit for under-occupying households.

A number of actions have been taken to reduce arrears, which are detailed below. Please note that these points were included in the commentary for the previous quarter.

1. Increasing analysis and profiling of tenants in arrears to help guide future actions e.g. communications to new tenants.
2. Reworking our arrears recovery letters to encourage action from our tenants.
3. Directly supporting tenants by providing benefits advice, advocacy and debt counselling services through our Housing Money Advice Worker.
4. Having in place our MAP contract which provides independent money, debt and benefits advice to council tenants.
5. Providing direct support to tenants through our Financial Inclusion officers in areas such as fuel switching advice /support.
6. Providing tenants with holistic support in order to overcome barriers to employment through our Housing Employment Support Project.
7. Reducing the overall number of under occupiers.
8. Supporting under occupiers and other tenants to apply for Discretionary Housing Payments.
9. Encouraging under-occupying tenants to move by holding mutual exchange events and providing practical and financial support for moves.

Actions:

In order to keep performance on target for the rest of the 2015/16 financial year, a number of actions are being considered, which are detailed below:

1. Identifying tenants who are paying in arrears so we can encourage them to pay in advance.
2. Introducing paperless direct debit with a wider choice of monthly dates for tenants.
3. Attending benchmarking type clubs e.g. officers are regular participants at RIEN meetings.
4. Carrying out further analysis to get a better understanding of the impact of wider welfare reforms (e.g. Employment and Support Allowance (ESA)/Job Seekers Allowance (JSA) benefits sanctions, delays in Disability Living Allowance (DLA)/Personal Independence Payment (PIP).
5. Meeting with social landlords in the city regarding preparations for the introduction of Universal Credit and sharing learning and/or relevant practices

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
6. Considering rent payment and direct debit incentives.				
7. Looking at behavioural science techniques that encourage responsible actions around rent payment and actions to minimise personal debt.				
8. Keeping under review the practices within the team to encourage innovation and improvement.				
9. Ensuring staff continue to receive comprehensive training on all aspects of Welfare Reform .				
10. Looking at how technology can support income collection and arrears minimisation e.g. Housing app, text message notifications/reminders, mobile working possibilities.				

The number of households where homelessness was prevented due to casework by the council and funded partners [Corporate]	#	1,324.00	1,082.00	 RED Improving
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Position

Q2 2015/16 – 565 households had their homelessness prevented or relieved

The target for homelessness prevention is 662 per quarter.

The direction of the target is to increase the number of homelessness prevention.

The reported figures show a downward trend

The figure for Q1 2015/16 was 517 households had their homelessness prevented or relieved

The figure for 2014/15 was 2,538 households had their homelessness prevented or relieved

The top performing statistical neighbour is Bristol with 22.90 homelessness preventions per 1,000 households in 2014/15 (latest published). In the same year, Brighton & Hove was 2nd with 20.34 preventions per 1,000 households.

The Brighton & Hove performance dropped in 2014/15 to 20.34 per 1,000 households from 25.29 per 1,000 households in 2013/14, a reduction of 20%. Some of this was due to a numerical reduction in prevention cases (a 15% decrease in preventions from 2,984 in 2013/14 to 2,538 households in 2014/15) and the remainder due to the number of households used in the base population calculation being increased by 6% from 118,000 to 125,000 between 2013/14 and 2014/15.

To exceed Bristol's 2014/15 performance, Brighton & Hove will need to achieve 715 preventions per quarter which is 22.92 per 1,000 households. This is a 33.9% increase on 2014/15's actual performance and considered extremely challenging in light of expected welfare reform and Universal Credit changes and the continuing ripple effect from reductions in Legal Aid support to advice agencies.

Commentary

There has been a substantial reduction in the figures and some of this relates to the reduced activity of BHT and cuts to legal aid . This is also in the context of a toughening climate to try and prevent homelessness, mainly due to welfare reform. There is ongoing good work taking place in preventing significant numbers of households becoming homeless, but this also demonstrates high levels of pressure in the city for households to maintain their housing. It is envisaged that the situation will worsen with further welfare benefit cuts and also the introduction of Universal Credit in this area later in the year.

Actions

1. Working jointly with partners in children's services and adult social care and health to identify people who may potentially become homeless at a much earlier stage with a view to prevention – Head of Temporary Accommodation & Allocation, December 2015

2. We are also exploring possibilities for obtaining affordable accommodation in other locations around the country as an option for people who may prefer to move - Head of Temporary Accommodation & Allocation, from September 2015

Private sector vacant dwellings returned into occupation or demolished [Corporate]	No.	76.50	70.00	 AMBER Declining
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Position

This is the initial figure for Q2 2015/16 for the number of private sector vacant dwelling returned into occupation or demolished. 29 dwellings were returned into occupation through advice, 3 through Private Sector Licensing (PSL) / management agreements and 1 through enforcement action. The number is likely to increase as further properties are verified back in use by the Council Tax Team. In addition the team are in constructive dialogue with the owners of 290 properties.

The target is 153 per year with an average of 38 per quarter. The direction of the target is to increase number of private sector vacant dwelling returned into occupation or demolished.

The direction of the target is to increase number of private sector vacant dwelling returned into occupation or demolished.

The figure for Q1 2015/16 has increased from the initial figure reported of 31 properties to an amended total of 37 private sector vacant dwelling returned into occupation or demolished as further properties have been verified back in use by the Council Tax Team.


Commentary

Empty property performance remains steady with around 150+ properties a year being returned to use on average. Although reported quarterly the figures should be looked at across the year as there can be seasonal fluctuations. A well-established and systematic approach has led to this sustained year on year performance. Figures are monitored monthly as part of standard processes. A refreshed enforcement protocol (in development) as a disincentive for owners will assist in improving performance. Lack of funding for incentive offers to owners is an ongoing challenge. Business case exploring cost benefits of this in development.

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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Actions

1. We are developing a new empty property database to support continual improvement around identification of and response to long term empty homes. (Empty Property Officer/s ongoing / January 2016)
2. We are refreshing our empty property enforcement protocol / funding options as part of continual improvement. Business case in preparation. (Empty Property Officer/s - ongoing / January 2016)
2. Ongoing monitoring and review, in particular with Council Tax to maximise the New Homes Bonus and to take forward further sub regional opportunities. (Empty Property Officer/s - Annual process: review January 2016 / Project from June 2016)
3. Explore further opportunities for sub-regional working following renewal of our partnership with Lewes District Council. (Empty Property Officer/s - ongoing)

Number of affordable homes delivered by all providers across the city per year - projection of new build and conversions for the year end [Corporate]	No.	236.00	66.00	 RED Declining
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Position

This is the number of affordable homes projected to be delivered in 2015/16. The Affordable Housing numbers projected to complete in 2015/16 have reduced to 66. This is due to an overall adjustment in the housing market, a lull in RP schemes following a period of high delivery and the way that RP schemes are funded / pre-funded (the programme was previously set over a three year period – now it is assessed year on year with schemes brought forward as available). The aim remains to increase the number of affordable homes delivered. The annual target of 236 per year uses the City Plan target of 30% of new supply being affordable over 2015-2030 projected supply. This is not 40%, as stated in the City Plan, as some sites are below threshold for affordable housing. In 2014/15, the target was exceeded with 244 affordable homes delivered. No national or neighbourhood comparable information is available.

Commentary

2 of these 66 units completed during Q2 2015/16. Further units are likely to come forward through the year via Continuous Market Engagement. Brooke Mead and Marine Outer harbour have now moved back, with the original development of 20 bedspaces under Empty Property funding no longer going ahead and an alternative scheme now being sought. The projected figure of 66 new home builds or conversions includes:
Preston Road = 2 units (completed)
One Manor Road = 18 units
Norway Street = 8 units
St James's Street = 29 units
Robert Lodge = 9 units
The three year pipeline programme currently has 446 new properties forecast and additional units may come forward through CME (Continuous Market Engagement)
The Regular monitoring of Affordable Housing Development Programme is reviewed at the Affordable Housing Partnership (bi monthly) and monthly Homes and Communities Agency liaison meetings. The New Homes for Neighbourhoods programme and other Council programmes are subject to monitoring and review through the Estate Regeneration Board, which meets every 6 weeks.

Actions

1. In order to further increase the supply of new affordable homes additional funding options are being actively investigated with Savills & Trowers & Hamblins funded by DCLG, including buying new homes off plan and other Special Purpose Vehicle / Joint Venture options. (Head of Housing Strategy, December 2015)
2. Housing continues to work closely with Planning to maximise the amount of affordable homes delivered on new developments. (Head of Housing Strategy, ongoing)
3. Both Council and Registered Providers are currently reviewing implications of the budget on ability to borrow to build affordable rented homes, with significant risks arising to current means of delivery and new models of provision under review. (Head of Housing Strategy, March 2016)

Percentage of new affordable housing that meets the wheelchair standard [Corporate] (projection for the year end)	%	10.00	11.00	 GREEN Improving
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Position

This is the percentage of new affordable housing that meets the wheelchair standard projected to be delivered in 2015/16. The aim is to increase the number/percentage of new affordable housing that meets the wheelchair standard delivered. The annual target is 10% of all new affordable housing per year (new builds but not refurbishments) is a City Plan target of Affordable Housing Brief requirement for new development. Due to how affordable homes are delivered there are no quarterly targets but last year (2014/156) the target was met with 10% affordable homes delivered meeting the standard (25 of 239 – 11x 1-bed and 14x 2-bed). No national or neighbourhood comparator information is available.

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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Commentary

At present, the projection is 11% which is 7 of the 66 new homes (for rent – 1x 1-bed, 1x 2-bed and 4x 3-bed and for shared ownership 1x 2-bed).

This figure could change as more developments come through planning.

We continue to work with RPs, HCA and in particular the Estate Regeneration Team to maximise commissioning of new build fully wheelchair adapted homes to meet rising demand as people with more complex needs are supported at home for longer. This includes new wheelchair adapted homes at Preston Road.

Actions

1. Ongoing monitoring and review via Affordable Housing Partnership, HCA monthly meetings and Estate Regeneration Board.

The percentage of the council's homes that do not meet the government's Decent Homes Standard [Corporate]

%

0.00

0.00



Improving

Position

At the end of September, 100% of HRA owned and managed dwellings met the governments Decent Home Standard. This has improved from 99.85% in June 2015.

In 2014/15, the annual result was 99.51%.

The target is to maintain 100% decency (or 0% non-decent) throughout the year.

Commentary

The decent homes 100% standard was first achieved in December 2013.. Currently 100% of our 11,683 Council Housing Stock maintains the Decent Homes Standard. Properties drop out of the Decent Homes Standard on the 1st of January each year.

Action

1. Ongoing monitoring of properties that meet the decent homes standard. Properties drop out of the Decent Homes Standard on the 1st of January each year. (Acting Head of Housing Property & Investment)

The number of Planning applications registered - monitoring [Corporate]

No.

2,060.00

Trend

Position Statement:

For the 2015/16 year to date (April to September) the total number of applications registered was 2052. The result for the same time last year was 1845. There is a difference of 207 applications, which is a 10% increase for this year.

For quarter 2 (July to September) the total number of applications registered was 1043. The result for the same time last year was 898. There is a difference of 145 applications, showing a 14% increase.

Commentary:

This indicator is a reflection of the level of economic development in the city rather than a performance indicator relating to the Development Management service.

The trend in registered planning applications is consistent year on year.

The number of building commencements - monitoring [Corporate]

No.

620.00

Trend

Position:

For the 2015/16 year to date (April to September) the total number of building commencements was 620. The year to date result for the same time last year was 745. There is a difference of 125 building commencements, a 20.16% decrease for this year.

In Quarter 2 only, the total number for Jul to Sept was 317. The result for the same time last year was 329. There is a difference of 12 building commencements, a 3.79% decrease.

Commentary:

Building Regulations commencements remain stable and tend to suggest that the construction industry is maintaining a fairly buoyant position. This is usually mirrored by low interest rates and work to domestic properties where home owners prefer to develop their existing properties rather than move. The number of commencements doesn't reflect that there are more medium to large projects underway as income streams continue to show a steady increase year on year.

Finance and Resources

Percentage of invoices for commercial goods and services that were paid within 30 days [Corporate]

%

95.00

95.00



Improving

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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Position:

This measure/target is in response to the government's drive to improve the speed of payments across the whole of the public sector. The principle is about ensuring that suppliers' cash flows and viability are not impacted by slow payment processes. The council receives thousands of invoices from over 7,000 suppliers through a wide range of routes and addresses and has set a target of 95% for 2015/16 to pay its invoices within 30 days. This target is considered achievable when compared to CIPFA comparative information which shows the 2014 performance for invoices paid within 30 days as an average of 94% for unitary authorities and 93% for the council's comparator authorities. Key to meeting the target of 95% is high compliance with the use of the purchase order system which makes processing invoices quick and efficient.

Performance from April to September 2015 is 94.98% which is 0.02% below the 95% target. During quarter 2 95.28% of invoices were paid within 30 days. This compares with 94.63% in quarter 1 and 94.66% for 2014/15

Commentary:

As at quarter 2 of 2015/16 48,294 of 50,688 invoices received (95.28%) were paid within 30 days which is above the target of 95%. Quarter 2 has seen a rise of 0.65% which is a very good result and demonstrates the ongoing excellent effort of the creditors team to ensure the previous actions highlighted continue to have a positive impact. The creditors team has also, in the quarter, introduced targeted communication with individual services where they are delays in the processing of invoices to raise awareness of the importance of efficient processing and discussing and agreeing resolutions to improving performance in these service areas. Importantly, the council was not charged any late payment interest by any of its creditors during this period. Over the year to date period (April to September 2015) 89,279 of 93,997 invoices were processed within 30 days equating to 94.98% which is 0.02% below the target of 95%.

The challenges facing the creditors service are two fold:

1. continuing to maintain the level of performance despite reducing staff resources due to the current financial controls in place across the council and future efficiency savings;
2. invoices are initially received and processed by individual services therefore the invoice processing performance is not wholly in the control of the creditors service.

Action:

Further improvement at this high level of compliance would be costly for only a marginal improvement and no financial gain to the authority. However, the creditors team continue to work on improvements through:

1. Continually working with individual services to increase compliance with the Purchase Ordering process which is steadily improving year-on-year and introduce regular reporting to service management and CMT on compliance / non compliance;
2. Continuing to develop automation in processing through for example the extension of intelligent scanning and emailing transactions;
3. Continuing to work with suppliers to ensure they do not invoice the council without a valid Purchase Order number;
4. Dealing proactively with any supplier who contacts us and alerts us that the council is causing them a cash flow problem through slow or non-payment.

All actions are the responsibility of the Principal Accountant (Income, VAT & Payments).

Average number of working days / shifts lost per Full Time Equivalent (FTE) due to sickness absence so far this year (not including schools) [Corporate]

No.

4.86

4.93


AMBER
Declining

Position:

From Q1 2015/16, the target was changed to benchmark it against the CIPFA HR Benchmarking Club. The target was reduced from 10 days to 9.7 days. The quarterly target is 2.43 days.

Based on the Q1 and Q2 result, the projected sickness outturn for 2015/16 is 10.49 days which is an improvement on last years outturn result of 10.91 days, but is above the council target of 9.7 days.

In Q2, the average days lost was above the quarterly target of 2.43 days at 2.57 days. This result is higher than in Q2 last year, where the result was 2.46 days.

The cumulative days lost during Q1 and Q2 is 4.93 days against a target of 4.86 days, which is an Amber RAG rating. Last quarter the RAG rating was Green.

The previous two quarters were showing a downward trend which could be attributable to the work undertaken in HR to improve absence reports and support managers. However, this quarter shows an upwards trend which could lead to a higher year end result than currently forecast. HR will be conducting further analysis to understand the cause of this, particularly around short term absence as this has increased since Q2 last year.

The Q2 figure of 2.57 days is made up of 1.08 days (42%) due to short term sickness and 1.49 days (58%) due to long term absence. When compared to Quarter 2 last year, this shows short term absence has increased by 12.5% and long term absence has decreased by 5%.

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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Commentary

- The increase in number of days lost from Q2 2014/15 to Q2 2015/16 could be due to increased levels of absence, or it could be due to the recent effort from HR to increase reporting across all directorates. However, until more detailed data is made available, the reason for increased absence cannot be concluded. The data is not available at the time of writing this report, but will be available from end October 2015.
- Stress continues to be the biggest cause of days lost with 26% of the days lost in Q2 attributed to stress, this is the same as Q2 last year. Musculo-skeletal conditions (20%) and infections (10%) were also significant contributors to the number of days lost during this quarter.
- The HR Advisory Services team have designated lead officers for sickness related issues. These officers have continued to scrutinise sickness reports on a monthly basis to identify long term sickness cases and ensure that managers are actively managing these cases and if not, providing support to enable them to do so. The impact of this can be seen in the reduction of the percentage of long term cases from 62% in Q2 2014/15 to 56% in Q2 2015/16.
- In terms of actual days lost for long term sickness: In Q2 2014/15 1.57 days lost were due to long term sickness, compared to 1.49 days in Q2 2015/16. This is a reduction of 0.08 days (5%).
- In terms of actual days lost for short term sickness: In Q2 2014/15 0.96 days lost were due to short term sickness, compared to 1.08 days in Q2 2015/16. This is an increase of 0.12 days (12.5%).
- Sickness reports are distributed to Heads of Service to enable them to monitor performance around attendance management and to ensure there is a consistent application of the attendance management procedure and return to work interviews.
- Business Partners continue to present the quarterly Our People Data (OPD) reports to DMT's, highlighting areas of concern around absence levels. The reports contain information showing average referral times to Occupational Health and provide guidelines on when referrals should be made.
- Guidance has been issued to managers to inform objective setting regarding sickness as part of mid year reviews.

Actions for Improvement: -

1. Once the more detailed absence data for Q2 is made available (due end October 2105), HR will analyse the directorate reports to identify possible reasons for increased absence, in order to ensure case management is put in place. Action date: By 30th November. Action lead: Head of Business Partnering.
2. All Heads of Service will be having discussions with the sickness lead for their directorate in order to ensure they understand how to use these monthly absence reports that are produced, and are able to set performance objectives in relation to sickness absence management. Action date: By 2nd November. Action lead: Head of Business Partnering.

**Formal Complaints per 10,000 population
[Corporate]**

No. 5.50 4.80



Position:

The average number of complaints per 10,000 head of population for Quarter 2, 2015-16 is 4.8.

This information was immediately available at the end of Q2 because complaints are recorded on the day received.

For trend comparison the quarterly results for 2014-15 were Q1=5.9, Q2=6.3, Q3=6.2, Q4=5.9. For 2015-16 the Q1 result was 5.5.

The target for the forthcoming year is based on achieving a 10% improvement the results over the preceding twelve months. At the end of 2014/15 the result was 5.9 complaints per 10,000 head of population.

The status will be green where a 10% reduction or greater is achieved in comparison to the average for the previous year. We are on track to achieve this target for 2015/16.

In comparison with neighbouring authorities who have provided annual complaints data BHCC has the fourth lowest result out of nine authorities where the annual results range from 1.0 to 26

Commentary

Overall the reduction in complaints compared to the previous year is encouraging and indicates that services are taking a far more proactive approach to the way they deal with customer dissatisfaction and feedback.

To improve performance the Customer Feedback Team aggregate information about complaint trends, issues of complaint and service improvements that have been identified and provide that information to key teams throughout the council on a quarterly basis.

A key challenge for the Customer Feedback Team is to ensure it receives accurate timely information about the issues of complaint, whether there has been a finding of fault and what service improvements have been identified.

To encourage and develop skills among managers carrying out and responding to Stage One complaints we regularly run a learning and development seminar "Complaint Investigation Skills and Identifying Service Improvement".

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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Actions

We will continue to have a dialogue with key services to assist them in resolving matters before they become complaints and where there are complex issues we will continue to provide guidance and support.

1. The Customer Feedback Advisors will provide weekly information to all managers and Heads of Service, which informs them of the status of complaints about their service areas. (To 31/03/2016 Customer Feedback Advisors)
2. The Customer Feedback Team Advisors will actively promote the use of customer feedback templates so that we can gather and aggregate accurate information about the complaints customers raise. (To 31/03/2016 Customer Feedback Advisors)
3. The Customer Feedback Officers will continue to provide and develop our learning seminars. (To 31/03/2016 Customer Feedback Officers)

% of Stage 1 Organisational Complaints upheld or partially upheld [Corporate]

%

30.00

22.22



Position

The actual figure 22.2% is the proportion of Stage One complaints upheld or partially upheld for complaints received for the first half year of 2015.

There is some lag in reporting because we have to wait for complaints raised at the end of period to be concluded before we know the outcome.

We can however say that the previous quarterly results are as follow: 2014/15 Q1=36%, Q2=42%, Q3=42%, Q4=38%; 2015/16 Q1=36%. We will be able to accurately update Q2 at the next reporting time.

The annual target was determined by taking an average of the performance for the previous two years. At Q4 2014/15 the target was 33.2%.

For 2015/16 we have set the target at 30% which represents a 10% improvement in performance.

There is no comparator information available from other authorities about the percentage of complaints upheld.

Commentary

The following comments are preliminary because there is a lag in receiving information about the outcome of complaints managers are dealing with.

We monitor the activity of a group of services. Teams that have had higher than target level of upheld or partially upheld complaints in quarter 2 (that is 30%) are as follow:

City Clean (Q1=72%, Q2=60%); where 39% of complaints in Q2 are about a failure to collect refuse. In such instances it is frequently the case that collections have been missed and therefore it will follow that complaints are upheld.

Housing Services (Q1=23%, Q2=36%); where 40% of complaints in Q2 appear to refer to issues about gardens, low level ASB, unmanaged car parks and a lack of action.

Repairs and Maintenance (Q1=50%. Q2=34%); where 28% of complaints are about delay in carrying out repairs.

The following services have had better than average results:

Housing Strategy (Q1=17%, Q2=25%), Revenues and Benefits (Q1=28%, Q2=23%), Transport & Network Management (Q1=28%, Q2=19%), Life Events (Q1=83%, Q2=17%), City Parks (Q1=17%, Q2=0%).

Actions:


1. The level of complaints in City Clean for Q2 have significantly reduced compared to a year ago from 191 to 86 and the proportion of upheld complaints is also reducing. To continue to improve City Clean are implementing a continuous review of missed bins and complaints generally and are tightening their processes to monitor performance and try and resolve issues quickly. This is working as shown by the significant reduction in number of complaints.

To improve Housing Services complaints performance they are developing complaints reports for their Housing Leadership Team on a regular basis. This will be coupled with quarterly information on comments and complaints for operational managers and assistance in helping them identify service improvement from the customer feedback received.

Additionally, over the course of the next half year the following specific actions will be taken.

1. Gardens - Neighbourhood Teams are inspecting gardens, talking to residents and advising them on what to do, supporting them and also applying sanctions, or referring some to the discretionary gardening scheme
2. Low level ASB - Housing are encouraging residents to report more instances of ASB and are encouraging neighbourliness. This is resulting in more Neighbourhood Team and Tenancy Enforcement Officer visits to ensuring people are aware of tenancy conditions and consequences of escalation. These officers are promoting the use of mediation.
3. Car parks - Area Panels and Housing Committee have agreed a programme of managing Housing car parks and we're working through a programme for this.
4. Lack of action - Housing are striving to improve response times; how this is perceived may depend on the issue, some things such as ASB can take a longer time than tenants' expectations of the service.
5. Delay in carrying out repairs - This appears to be linked to levels of expectation or perception because it does not correspond with Housing performance data.

With regard to Repairs and Maintenance the service has recognised from complaints over recent years that they need to improve their communications around what works are planned and when. To address this they have improved the information on their website about building programmes in the form of an interactive map that residents can use to see what works are planned in

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
their area over the next three years. It is anticipated that this proactive communication will help reduce the volume of complaints in this area.				
% of Stage 2 Organisational Complaints upheld or partially upheld [Corporate]	%	15.00	5.26	 Declining

Position

The actual figure 5.26% is the percentage of Stage 2 complaints upheld or partially upheld for the first half of 2015/16.

There is a lag with this result because there are Stage Two complaints still under investigation from the period .

At the end of the first quarter Q1 of 2015/16 the result was 5.0%.

For 2014/15 the results were (Q1=31%, Q2=24%, Q3=20%, Q4=19%).

The annual target for 2014/15 was determined by taking an average of the performance for the previous two years. At Q4 2014/15 the target was 24%.

For 2015/16 we have set the target at 15% as a challenging target for improvement in performance.

There is no comparator information available from other authorities about the percentage of Stage 2 complaints upheld.

Commentary

This result would seem to indicate that so far this year that in almost 95% of the complaint investigations service managers carrying out at Stage 1 a fair and reasonable decision is reached.

The statements received from Heads of Service would indicate that greater effort is being placed on resolving customer dissatisfaction before they become complaints.

The feedback received from delegates who have attended the 'Complaints Investigation and Identifying Service Improvement' facilitated by the City Services Manager (Customer Experience) and the Customer Feedback Officer is that it is very informative and useful. The success of these actions appears to had a significant effect on results .

The challenge for the future will be to improve the skills of all managers and their teams who investigate and respond to customer feedback so that people expressing dissatisfaction can recognise that their issue has been fairly and openly investigated and that they have been treated with empathy and respect.

To continue this level of achievement the Customer Feedback Officers and their manager will continue to provide training and support to enable managers to develop their skills in responding to Stage I complaints.

Actions:

1. The Customer Feedback Team will, over the remainder of the year, continue to provide support, advice and training to enable service managers to give high quality response to complaints which focus on either resolving matters or giving clear explanations why service have to be delivered as they are. (To 31/03/2016 Customer Feedback Officers)
2. The Customer Feedback Officers will continue to provide and develop our learning seminars . (To 31/03/2016 Customer Feedback Officers)
3. The Customer Feedback Team are offering the opportunity to managers to further develop their skills by carrying out Stage 2 investigations about a different service under the guidance and coaching of a customer Feedback Officer . (To 31/03/2016 Customer Feedback Officers)

Legal and Democratic Services

Whistleblowing Allegations received (trend) [Corporate]	No.	9.00	Trend
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Position:

5 whistleblowing allegations were received between July - September, making a total of 9 since April this year. There is an increasing trend: during 2014/15, 7 whistleblowing allegations in total were received and investigated.

This indicator is set up to measure the trend of the numbers of whistleblowing allegations received and as such has no target set for the year. It is a local measure, there is no comparator information available.

Commentary:

All whistleblowing allegations received have been or are being investigated. A report was submitted to Audit & Standards Committee with proposals to improve operation of system. A publicity campaign was undertaken over May, June and July 2015 as part of an initiative led by Internal Audit. Measurement of whistleblowing in the council is now more robust and continues to be improved; we have more reliable data, better monitoring, better publicity and greater numbers of allegations received.

Actions:

- 1) Further publicity and monitoring of the new system will take place during the year; this will be an ongoing process through ELT briefing, messages on the website, payslips etc. (March 2016) Head of Law
- 2) Annual report to Audit & Standards Committee; the most recent was in July 2015, with the next in July 2016. Head of Law

Subject:	Committee Time Table 2016-17		
Date of Meeting:	3 December 2015		
Report of:	Head of Legal & Democratic Services		
Contact Officer:	Name:	Mark Wall	Tel: 01273 291006
	Email:	mark.wall@brighton-hove.gov.uk	
Ward(s) affected:	All		

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

- 1.1 To consider the proposed schedule of meetings for the municipal year 2016/17 (see appendix 2) based on the current meetings timetable.

2. RECOMMENDATIONS:

- 2.1 That the proposed time table of meetings for the 2016-17 municipal year be agreed; subject to any necessary amendments following changes to the Constitution and/or committees' requirements.

3. CONTEXT/ BACKGROUND INFORMATION

- 3.1 The report outlines the proposed schedule of meetings for 2016/17 and enables Members and members of the public to identify when various committees are due to meet throughout the year.
- 3.2 The meetings listed will continue to take place in the venues used during 2015, although it is anticipated that the majority will revert to Hove Town Hall once it becomes available towards the autumn of 2016.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 The proposed timetable for 2016/17 maintains a similar cycle of meetings to those in 2015/16, and takes into account the additional meetings of the Health & Wellbeing Board, the Greater Brighton Economic Board and the Procurement Board. In summary, the proposals are:-

Full Council:

5 Ordinary Council meetings, plus the Annual Council and Budget Council

Policy Committees:

Policy & Resources:	7 meetings
Children, Young People & Skills:	5 meetings
Economic Development & Culture:	5 meetings
Environment, Transport & Sustainability:	5 meetings

Housing & New Homes:	5 meetings
Neighbourhoods, Communities & Equalities	5 meetings
<u>Regulatory Committees:</u>	
Planning:	12 meetings
Audit & Standards:	5 meetings
Licensing:	3 meetings
<u>Sub-Committees:</u>	
Licensing Panels:	Weekly
Personnel Appeals:	3/4 per Month
<u>Overview & Scrutiny Committee:</u>	
Overview & Scrutiny:	6 meetings
<u>Forums/Other Bodies:</u>	
Corporate Parenting Board:	Quarterly
Procurement Board	6 meetings
<u>Partnerships:</u>	
Greater Brighton Economic Board	Quarterly
Health & Wellbeing Board:	6 meetings

- 4.2 The proposed timetable for 2016/17 provides for a total of 83 meetings, excluding the number of licensing panels and personnel appeals and other associated informal meetings (see Appendix 2).
- 4.3 Following a review of the Planning committee meetings and discussions with the Chair and Opposition Spokespersons it has been agreed to move from a 3-weekly cycle of meetings to a monthly cycle. The change results in an overall reduction of 5 meetings and recognises the Council's modernisation programme to 'stop, start and change' ways of working to improve the level of service that is provided.
- 4.4 The time table also takes into consideration the reporting cycle for TBM reports to the Policy & Resources Committee, although it is recognised that due to outside factors such as Government announcements, reports may be delayed and/or additional information may need to be circulated after the publication of the agenda.

Governing Principles for the Meetings Timetable

- 4.5 The following guidelines have been applied in reviewing the meetings timetable:
- § As far as possible clashes of meetings have been avoided. However, inevitably, given the constraints of avoiding school/public/religious holidays and the number of meetings to be accommodated on specific days of the week, there are occasions where there are overlaps of meetings.
 - § What appear at the moment to be "free" days will be filled by Licensing Panel hearings, the various Chairs' pre-meetings, political group meetings and Member development sessions.

- § As far as possible committee meetings have not been scheduled on Fridays.
 - § As far as possible school holidays, religious holidays and party conference weeks have been avoided, although it has not been possible to keep those weeks completely clear.
 - § Meeting start times are generally scheduled for 4pm or later to encourage public attendance. However, Committees can determine whether to continue with the programmed start time or if an alternative time would be more appropriate for their particular meeting.
- 4.6 There must be a sufficient number of meetings to enable the council business to be transacted. The schedule of Council and Committee meetings is designed to ensure that:
- § Committee and scrutiny reports can be received without undue delay;
 - § Consideration of the various plans and strategies to be adopted by Full Council can be accommodated;
 - § There is scope to accommodate city-wide debates if necessary; and
 - § Public interest and participation through questions, deputations, petitions and petition debates continues to be facilitated.
- 4.7 The Overview & Scrutiny Committee is programmed to meet once a cycle in line with the Overview and Scrutiny rules.
- 4.8 Whilst every effort will be made to keep meetings on the dates listed there may be a need to alter them and additional meetings may be required for dedicated debates on key issues or particular plans and strategies.
- 4.9 As usual, a number of further meetings, which are not part of the Council's formal meetings cycle, have been programmed to meet on a regular basis e.g. the Health & Wellbeing Board, Procurement Board, the Corporate Parenting Board, the Fairness Commission and the Greater Brighton Economic Board.
- 4.10 An additional day for a reconvened Budget Council meeting has also be included in the proposed time-table so that the date can be held in diaries should the need arise for such a meeting. The proposed date also takes into account the budget setting time-table and printing deadlines for council tax notifications and is therefore a Tuesday rather than the usual Thursday for council meetings.

5. COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 Leading Members, Directors and appropriate officers have been consulted on the proposed timetable and appropriate committee and council dates set to meet statutory requirements e.g. Budget Council.
- 5.2 The Members Workstyles Working Group was also consulted in regard to the use of venues across the city during the closure of Hove Town Hall; and will be meeting in the New Year to consider the planned return to Hove Town Hall in the autumn of 2016.

6. CONCLUSION

- 6.1 The time table also lists the dates and times of other meetings such as the Police & Crime Panel and East Sussex Fire Authority and the Brighton & Hove Strategic Partnership Board; and as such there are occasional clashes with council meetings which are unavoidable.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 The closure of Hove Town Hall in 2015 for approximately 18 months as part of the Workstyles Project and the resulting use of alternative venues for some meetings has meant that additional costs have been and will be incurred. These have been estimated at between £22-25k (inclusive of staff, security, venue and equipment hire) and are dependent on final bookings. It is expected that these costs will be met from the Workstyles Budget for 2015/16 and 2016/17. All other costs of supporting the schedule of committees will be met from existing resources.

Finance Officer Consulted: Peter Francis

Date: 10/11/2015

Legal Implications:

- 7.2 The proposed timetable has been organised having regard to the need to comply with the access to meetings and documents requirements in the Local Government Act 1972 and the Access to Information Procedure Rules set out in Part 8.1 of the Council's Constitution.
- 7.3 In addition to the meetings scheduled, the Council may have extraordinary (special) meetings on a need basis.

Lawyer Consulted:

Abraham Ghebre-Ghiorghis

Date: 06/11/2015

Equalities Implications:

- 7.4 The majority of meetings are scheduled for 4.00pm or later to encourage public attendance and interest. Holiday periods are also avoided as far as is feasible.
- 7.5 The scheduling of meetings at 4.00pm or later does impact on some Members in regard to work and child care commitments and therefore may restrict their ability to serve on certain committees. However, the question of earlier start times has been raised and discussed at various levels and the majority of Members remain in favour of the general start time of 4.00pm for committee meetings.

Sustainability Implications:

- 7.6 There are no sustainability implications arising from the report.

Any Other Significant Implications:

- 7.7 There are no other significant implications arising from the report.

SUPPORTING DOCUMENTATION

Appendices:

1. Other implications
2. Proposed time table of meetings for 2016-17

Documents in Members' Rooms

1. None

Background Documents

1. Committee time table for 2015-16

Crime & Disorder Implications:

- 1.1 There are no direct crime & disorder implications arising from the report, however considerations are taken into account for each meeting and security arrangements put in place accordingly.

Risk and Opportunity Management Implications:

- 1.2 The scheduling of meetings aims to accommodate the decision-making processes for the year, but there is always the possibility of additional meetings having to be called.

Public Health Implications:

- 1.3 There are no public health implications in the report and all venues to be used have been assessed for access, hearing loops and health and safety measures.

Corporate / Citywide Implications:

- 1.4 The scheduling of meetings accommodates the Council priority for open and effective city leadership.

BRIGHTON & HOVE CITY COUNCIL

**TIMETABLE OF MEETINGS
2016/17**

DRAFT

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2016	APRIL	MAY	MAY	MAY	MAY	MAY/JUNE	JUNE
MONDAY	25	2 BH	9	16	23 Personnel Appeals 10am Procurement Board 2.00pm	30 BH	6 Personnel Appeals 10am Children, Young People & Skills Cttee 4.00pm
TUESDAY	26 <i>City Management Board 9.30am</i>	3	10 Site Visits for Planning 2.00pm <i>Pre-application presentation</i>	17	24	31 SH	7 Site Visits for Planning 2.00pm <i>Pre-application presentation</i> Health & Wellbeing Board 4.00pm
WEDNESDAY	27	4	11 <i>Yom HaAtzma'ut</i> Planning Cttee 2.00pm	18	25 Overview & Scrutiny Cttee 4.00pm	1 SH	8 Planning Cttee 2.00pm
THURSDAY	28	5	12 ANNUAL COUNCIL 4.30pm	19	26	2 SH	9 Policy & Resources Cttee 4.00pm
FRIDAY	29	6	13	20	27 Personnel Appeals 10am	3 SH	10 Personnel Appeals 10am

2016	JUNE	JUNE	JUNE/JULY	JULY	JULY	JULY	JULY
MONDAY	13	20 Personnel Appeals 10am	27 Corporate Parenting Board 4.30pm	4 Personnel Appeals 10am	11 Neighbourhoods, Communities & Equalities Cttee 4.00pm	18 Personnel Appeals 10am Procurement Board 2.00pm	25 East Area Housing Panel 7.00pm SH
TUESDAY	14 <i>City Management Board 9.30am</i> Greater Brighton Economic Board 10.00am	21 Greater Brighton Economic Board 10.00am Audit & Standards Cttee 4.00pm	28 Environment, Transport & Sustainability Cttee 4.00pm	5 <i>Eid al-Fitr LGA Conference</i>	12 Site Visits for Planning 2.00pm <i>Pre-application presentation</i>	19 Health & Wellbeing Board 4.00pm	26 North Area Housing Panel 7.00pm SH
WEDNESDAY	15 Housing & New Homes Cttee 4.00pm	22	29	6 <i>LGA Conference</i>	13 Planning Cttee 2.00pm	20 Overview & Scrutiny Cttee 2.00pm	27 Central Area Housing Panel 2.00pm SH
THURSDAY	16 <i>East Sussex Fire Authority</i> 10.30am	23 Economic Development & Culture Cttee 4.00pm	30 Licensing Cttee 3.00pm	7 <i>LGA Conference</i>	14 Policy & Resources Cttee 4.00pm	21 COUNCIL 4.30pm	28 West Area Housing Panel 2.00pm SH
FRIDAY	17	24 Personnel Appeals 10am	1	8 Personnel Appeals 10am	15	22	29 SH

2016	AUGUST	AUGUST	AUGUST	AUGUST	AUG/SEPT	SEPTEMBER	SEPTEMBER
MONDAY	1 SH	8 SH	15 SH	22 SH	29 BH	5 SH <i>Personnel Appeals 10am</i>	12
TUESDAY	2 SH Site Visits for Planning 2.00pm <i>Pre-application presentation</i>	9 SH	16 SH	23 SH	30 SH	6 <i>City Management Board 9.30am</i>	13 Site Visits for Planning 2.00pm <i>Pre-application presentation</i> Greater Brighton Economic Board 10.00am
WEDNESDAY	3 SH Planning Cttee 2.00pm	10 SH	17 SH	24 SH	31 SH	7	14 Planning Cttee 2.00pm
THURSDAY	4 SH	11 SH	18 SH	25 SH	1 SH	8 <i>East Sussex Fire Authority 10.30am</i>	15 North Area Housing Panel 7.00pm
FRIDAY	5 SH	12 SH	19 SH	26 SH	2 SH	9 <i>Personnel Appeals 10am</i>	16 Central Area Housing Panel 2.00pm

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2016	SEPTEMBER	SEPTEMBER	OCTOBER	OCTOBER	OCTOBER	OCTOBER	OCT/NOV
MONDAY	19 <i>Lib Dem Party Conference</i> Personnel Appeals 10am East Area Housing Panel 7.00pm	26 <i>Labour Party Conference</i> <i>Green Party Conference</i>	3 <i>Rosh Hashanah Conservative Party Conference</i> Children, Young People & Skills Cttee 4.00pm	10 Procurement Board 2.00pm Neighbourhoods, Communities & Equalities Cttee 4.00pm	17 Personnel Appeals 10am Corporate Parenting Board 4.30pm	24 SH	31 <i>Diwali</i> Personnel Appeals 10am
TUESDAY	20 <i>Lib Dem Party Conference</i> West Area Housing Panel 2.00pm Health & Wellbeing Board 4.00pm	27 <i>Labour Party Conference</i> <i>Green Party Conference</i> Audit & Standards Cttee 4.00pm	4 <i>Conservative Party Conference</i>	11 Site Visits for Planning 2.00pm <i>Pre-application presentation</i> Environment, Transport & Sustainability Cttee 4.00pm	18	25 SH <i>Simcha Torah</i> <i>City Management Board 9.30am</i>	1
WEDNESDAY	21 Housing & New Homes Cttee 4.00pm	28 <i>Labour Party Conference</i>	5 <i>Conservative Party Conference</i>	12 Planning Cttee 2.00pm	19 Overview & Scrutiny Cttee 4.00pm	26 SH	2
THURSDAY	22 Economic Development & Culture Cttee 4.00pm	29	6	13 Policy & Resources Cttee 4.00pm	20 COUNCIL 4.30pm	27 SH	3
FRIDAY	23 Personnel Appeals 10am	30	7 Personnel Appeals 10am	14	21 Personnel Appeals 10am	28 SH	4 Personnel Appeals 10am

2016	NOVEMBER	NOVEMBER	NOVEMBER	NOVE/DEC	DECEMBER	DECEMBER	DECEMBER
MONDAY	7	14 Personnel Appeals 10am	21 Children & Young People Cttee 4.00pm	28 Personnel Appeals 10am East Area Housing Panel 7.00pm Neighbourhoods, Communities & Equalities Cttee 4.00pm	5 Procurement Board 2.00pm	12 <i>Mawlid-al-Nabi</i> Personnel Appeals 10am	19 SH
TUESDAY	8 Site Visits for Planning 2.00pm <i>Pre-application presentation</i> Greater Brighton Economic Board 10.00am	15 Audit & Standards Cttee 4.00pm	22 Health & Wellbeing Board 4.00pm	29 Environment, Transport & Sustainability Cttee 4.00pm	6 <i>City Management Board 9.30am</i> North Area Housing Panel 7.00pm	13 Site Visits for Planning 2.00pm <i>Pre-application presentation</i>	20 SH
WEDNESDAY	9 Planning Cttee 2.00pm	16 Housing & New Homes Cttee 4.00pm	23	30 Central Area Housing Panel 2.00pm	7 Overview & Scrutiny Cttee 4.00pm	14 Planning Cttee 2.00pm	21 SH
THURSDAY	10	17 Economic Development & Culture Cttee 4.00pm	24 West Area Housing Panel 2.00pm Licensing Cttee 3.00pm	1	8 <i>East Sussex Fire Authority 10.30am</i> Policy & Resources Cttee 4.00pm	15 COUNCIL 4.30pm	22 SH
FRIDAY	11	18 Personnel Appeals 10am	25	2 Personnel Appeals 10am	9	16 Personnel Appeals 10am	23 SH

2016/17	DECEMBER	JANUARY	JANUARY	JANUARY	JANUARY	JAN/FEB	FEBRUARY
MONDAY	26 BH <i>Boxing Day</i>	2 BH	9 Personnel Appeals 10am Children, Young People & Skills Cttee 4.00pm	16 Corporate Parenting Board 4.30pm	23 Personnel Appeals 10am East Area Housing Panel 7.00pm Neighbourhoods, Communities & Equalities Cttee 4.00pm	30 Procurement Board 2.00pm	6 Personnel Appeals 10am
TUESDAY	27 BH	3	10 Site Visits for Planning 2.00pm <i>Pre-application presentation</i> Audit & Standards Cttee 4.00pm	17 Environment, Transport & Sustainability Cttee 4.00pm	24 North Area Housing Panel 7.00pm	31 Health & Wellbeing Board 4.00pm	7 Site Visits for Planning 2.00pm <i>Pre-application presentation</i> Greater Brighton Economic Board 10.00am
WEDNESDAY	28 SH	4	11 Planning Cttee 2.00pm	18 Housing & New Homes Cttee 4.00pm	25 West Area Housing Panel 2.00pm	1 Overview & Scrutiny Cttee 4.00pm	8 Planning Cttee 2.00pm
THURSDAY	29 SH	5	12 Economic Development & Culture Cttee 4.00pm	19 <i>East Sussex Fire Authority 10.30am</i> Policy & Resources Cttee 4.00pm	26 COUNCIL 4.30pm	2	9 Budget Policy & Resources Cttee 4.00pm
FRIDAY	30 SH	6	13 Personnel Appeals 10am	20	27 Personnel Appeals 10am Central Area Housing Panel 2.00pm	3	10 Personnel Appeals 10am

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2017	FEBRUARY	FEBRUARY	FEB/MARCH	MARCH	MARCH	MARCH	MARCH
MONDAY	13 SH	20 Personnel Appeals 10am	27	6 Personnel Appeals 10am Children, Young People & Skills Cttee 4.00pm	13 <i>Holi</i> Personnel Appeals 10am Neighbourhoods, Communities & Equalities Cttee 4.00pm	20 Corporate Parenting Board 4.30pm	27 Procurement Board 2.00pm
TUESDAY	14 SH	21	28 <i>Shrove Tuesday</i> Reserve Date BUDGET COUNCIL 4.30pm	7 Site Visits for Planning 2.00pm <i>Pre-application presentation</i> Audit & Standards Cttee 4.00pm	14 Environment, Transport & Sustainability Cttee 4.00pm	21 Health & Wellbeing Board 4.00pm	28
WEDNESDAY	15 SH	22	1 <i>Ash Wednesday</i>	8 Planning Cttee 2.00pm	15 <i>Hola Mohalla</i> Housing & New Homes Cttee 4.00pm	22 Overview & Scrutiny Cttee 4.00pm	29
THURSDAY	16 SH	23 BUDGET COUNCIL 4.30pm	2 Licensing Cttee 3.00pm	9 <i>Purim</i> Economic Development & Culture Cttee 4.00pm	16 Policy & Resources Cttee 4.00pm	23	30
FRIDAY	17 SH	24	3	10 Personnel Appeals 10am	17 <i>St Patrick's Day</i> Personnel Appeals 10am	24	31

2017	APRIL	APRIL	APRIL	APRIL	MAY	MAY	MAY
MONDAY	3	10 SH Personnel Appeals 10am	17 BH <i>Easter Monday – Christian</i>	24 <i>Yom Ha shoah</i> Personnel Appeals 10am	1 BH <i>May Day</i>	8	15
TUESDAY	4 Greater Brighton Economic Board 10.00am	11 SH Site Visits for Planning 2.00pm <i>Pre-application presentation</i>	18 SH	25	2 <i>Yom HaAtzma'ut</i>	9 Site Visits for Planning 2.00pm <i>Pre-application presentation</i>	16
WEDNESDAY	5	12 SH Planning Cttee 2.00pm	19 SH	26	3	10 Planning Cttee 2.00pm	17
THURSDAY	6 COUNCIL 4.30pm	13 <i>Vaisakhi</i> SH	20 SH	27	4	11	18 ANNUAL COUNCIL 4.30pm
FRIDAY	7	14 BH <i>Good Friday</i>	21 SH	28 Personnel Appeals 10am	5	12	19

Subject:	Transitional Officer Arrangements for Finance & Resources Functions		
Date of Meeting:	3 December 2015		
Report of:	Head of Law and Monitoring Officer		
Contact Officer:	Name:	Abraham Ghebre-Ghiorghis	Tel: 29-1500
	Email:	Abraham.ghebre-ghiorghis@brighton-hove.gov.uk	
Ward(s) affected:	All		

FOR GENERAL RELEASE.

1. PURPOSE OF REPORT AND POLICY CONTEXT

- 1.1 The purpose of this report is to seek approval for changes to the scheme of delegations to Officers on a transitional basis pending the appointment of a permanent Executive Director, Finance & Resources. The report also recommends the appointment of an Officer to represent the Council as one of the governors of Sussex Community NHS Trust

2. RECOMMENDATIONS:

- 2.1 That Members agree the transitional arrangements and consequential changes to Officer delegations set out in paragraphs 3.3.1 to 3.3.5 of the report pending the appointment of a permanent Executive Director of Finance & Resources;
- 2.2 That the above arrangements come into effect from 5 December 2015 and that the Monitoring Officer be authorised to make the necessary changes to the scheme of delegations to Officers to reflect the above pending the permanent arrangements.
- 2.3 That Members appoint Pinaki Ghoshal, Executive Director of Children's Services, as the Council's representative in the Sussex Community NHS Trust.

3. CONTEXT/ BACKGROUND INFORMATION

- 3.1 Rachel Musson, the Council's Interim Executive Director of Finance & Resources, will be leaving the Council, her last working day being 4th December 2015. She has played a key role in helping the Council through a difficult year, including helping set the 2015/16 budget and leading on a number of corporate initiatives such as the Orbis shared service initiative, the Organisational Learning Review and preparations for the 2016/17 budget in addition to the day to day running of the Directorate.

- 3.2 The position of Executive Director, Finance & Resources has been advertised with interviews taking place in January with the successful person expected to start around March-April time depending on how much notice they need to give their current employer.
- 3.3 It is proposed that the following arrangements are put in place for the transitional period:
- 3.3.1 It is proposed to appoint Nigel Manvell, Assistant Director, Finance & Procurement (including deputy Section 151 officer) as **Acting Director of Finance & Resources** for the transitional period. The functions currently comprised in the delegations to the Executive Director, Finance & Resources (except those relating to Property, HR and Organisational Development and Performance Improvement) will be discharged by the Acting Director, Finance & Resources.
 - 3.3.2 The role includes statutory section 151 responsibilities (Officer Responsible for the Financial Affairs of the Council.) Nigel Manvell has extensive experience as a Finance Officer at a high level including as Acting Director of Finance and Section 151 Officer for the Council. He has been closely involved in the current budget setting process
 - 3.3.3 It is proposed to move the property delegations to one of the Acting Executive Directors of Environment, Development & Housing (Nick Hibberd) for the transitional period. This will enable the property function to be managed alongside the Major Projects Team where there is synergy.
 - 3.3.4 It is proposed to move the Performance, Improvement and Programmes function to the Assistant Chief Executive for the transitional period. The service previously formed part of the Assistant Chief Executive's Directorate where there is recent experience to enable a smooth running in the interim period.
 - 3.3.5 Finally, it is proposed that the HR and Organisational Development function reports to the Chief Executive.
 - 3.3.6 The above arrangements, taken together, will enable the services to operate effectively during the transitional period while giving the Acting Director of Finance & Resources the ability to focus on the budget. They are also designed to minimise the cost associated with Acting Up arrangements.

Sussex Community NHS Trust

- 3.4 The Council, has been approached by Sussex Community Sussex Trust with a request that we appoint a representative to act as a local authority appointed governor. The arrangements we have with other NHS Trusts covering Brighton & Hove involve officers (mainly the Director of Public Health and Executive Director of Adults) being appointed. It is proposed that Pinaki Ghoshal, Executive Director of Children's Services, is appointed to be the Council's representative. This is in line with arrangements made by the other local authorities.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 The appointment of Chief Officers on an Acting basis is delegated under our constitution to the Chief Executive. However, because the proposals involve transferring some services, albeit on a temporary basis, to other Directorates, they require P&R approval and that is why the report is coming to this committee. Other arrangements would

5. COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 As this relates to a temporary officer arrangement and an external appointment, there was no need for public consultation. However, all the Officers affected have been informed and their views taken into account.

6. CONCLUSION

- 6.1 The proposals will ensure compliance with constitutional requirements as well as being the most effective practical arrangement and are therefore recommended for approval.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 The cost of the arrangements will be covered from existing resources.

Finance Officer Consulted: Rachel Musson

Date: 24/11/2015

Legal Implications:

- 7.2 The proposed arrangements are consistent with the law and the Council's constitution.

Lawyer Consulted:

Abraham Ghebre-Ghiorghis

Date: 24/11/2015

Equalities Implications:

- 7.3 There are no equalities implications arising from this report

Sustainability Implications:

- 7.4 There are no sustainability implications arising from this report.

Any Other Significant Implications:

- 7.5 None

SUPPORTING DOCUMENTATION

Appendices:

None

Documents in Members' Rooms:

None

Background Documents:

None

Subject:	New England House & Longley Industrial Estate		
Date of Meeting:	3 December 2015		
Report of:	Acting Executive Director Environment, Development & Housing and Interim Executive Director Finance & Resources		
Contact Officer:	Name:	Alan Buck	Tel: 29-3451
	Email:	alan.buck@brighton-hove.gov.uk	
Ward(s) affected:	St Peters and North Laine		

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

1.1 The purpose of this report is to request agreement to work towards a development agreement with Arcus-PCD, in order to secure a mixed use development across the New England House and Longley Industrial Estate sites that will provide for the refurbishment and expansion of New England House along with significant levels of new employment floorspace and housing.

2. RECOMMENDATIONS:

2.1 That the committee agrees the Heads of Terms (“HoTs”) set out in Appendix 1, as forming the basis for a development agreement with Arcus-PCD, in order to work towards the integrated mixed-use development of the New England House and Longley Industrial Estate sites and secure the refurbishment and expansion of New England House, together with substantial levels of new employment floorspace and housing.

2.2 That the committee notes that the HoTs includes reference to the possible use of compulsory purchase powers to acquire the long leasehold interest of the Longley Industrial Estate, while continuing to help facilitate an agreed sale of the lease from the current leaseholder to Arcus.

2.3 That the committee authorises the Head of Legal Services to enter into (a) the development agreement referred to in the HoTs and if compulsory purchase is not required (b) the lease referred to in the HoTs,

2.4 That the committee agrees that if the development agreement is entered into but the parties agree that compulsory purchase of the leasehold interest referred to in 2.2 is necessary, a further report will be required to authorise the making of such an order,

3. CONTEXT/ BACKGROUND INFORMATION

New England House and City Deal

3.1 The Greater Brighton City Deal was signed on 10 March 2014. One key element of the deal is the proposal for a new growth centre at New England House (NEH), focusing on the Creative, Digital and IT (CDIT) sectors. NEH is one of the major hubs for Brighton's thriving CDIT businesses. It accommodates 96 businesses, mainly from the CDIT sector. There are around 1,000 people employed by companies based in NEH and many more are employed by others who form part of those businesses' supply chains. There are three critical elements that, delivered together, form an overall strategy to significantly improve NEH's value to the local and regional economy and sustain and accelerate the growth and development of Brighton's CDIT sector:

- **Workspace:** Refurbishing and expanding the building (cladding, lifts, access points and sanitation).
- **Business support:** Specifically designed for small, innovative businesses in the CDIT sector. This will expand and develop existing work through rollout of the FuseBox and Digital Catapult models.
- **High capacity connectivity:** Providing affordable, high capacity connectivity and hosting for businesses that are located in the building through cost-effective access to high bandwidth connectivity. Work on installing the Brighton Digital Exchange (DX), including the provision of fibre cabling connections to every unit in NEH, was completed in July this year and the DX is now up and running, managed by the BDX Co-op.

3.2 To inform the NEH Growth Centre element of the City Deal, the council prepared a business case for how the building might be refurbished, extended and then operated with improved business support. The business case looked at options for how the estimated £24.5m costs associated with those works would be met. The proposal agreed with government is that they would give a grant of 20% (£4.9m) through the City Deal. Of the remainder, 40% (£9.8m) would be funded by the city council, and 40% would be invested by a private sector partner.

3.3 The £4.9 million agreed through City Deal in March 2014 was paid to the council in December 2014. The money has been earmarked in a reserve to fund the project.

Longley Industrial Estate

3.4 Over the last year officers have had talks with various parties to explore potential funding models to take forward its aspirations in respect of refurbishing and expanding NEH. By far the most attractive proposal in terms of securing this objective is a development deal that would incorporate the adjacent Longley Industrial Estate, on which the council owns the freehold interest. It is a site comprising a mixture of low rise commercial trading units. The Longley site is held on a long lease (92 years left) that is currently owned by Maplebright. The site has a long-standing planning designation for new employment development (Use Class B1). The site has a key potential role in contributing towards the City Plan's strategic aspiration to secure an additional 20,000 sq m in the New England Quarter/London Road area.

Arcus development proposal

- 3.5 The Council has been in discussion with the developer Arcus for the past eighteen months regarding a potential partnership for a wider redevelopment package that would deliver the refurbishment and expansion of NEH, along with the integrated redevelopment of the Longley site for a mixed use scheme including offices and housing. To achieve this they would need to acquire the lease for the Longley site.. The Longley site is shown on the plan appended to this report, where it is outlined in red. The site lies immediately north of and adjacent to the NEH car park.
- 3.6 The opportunity to undertake a development across the NEH and Longley sites has the potential to realise some major benefits that the redevelopment of the two sites in isolation under separate developers is unlikely to secure. These potential benefits could include the following.
- Significant reduction of the financial risk to the council of the project. Arcus/LaSalle would take on development risk and the financial responsibility for refurbishment and expansion of NEH along with Longley. The potential contribution from the enabling development should substantially reduce the council funding requirement and based on their initial high level appraisal could generate a sufficient return to allow a significant contribution towards the NEH refurbishment as part an overall redevelopment of the two sites. The current appraisal assumes that 30% of the enabling housing is affordable.
 - An integrated development across the NEH and Longley sites that is better able to provide for both the digital and creative side of the CDIT sector.
 - Avoidance of over-development of the NEH site (a risk associated with current expectations regarding net additional floor space).
 - A major expansion on the New England Quarter providing significant numbers of new jobs and homes. The figures proposed in the initial Arcus/LaSalle proposal are for between 10,000 - 13,000 sq m of additional office floor space and 250 residential units (1 and 2 bedrooms), 30% of which would be affordable.
- 3.7 Arcus-PCD is a recently-formed company whose Directors have a strong track record of working in partnership with a number of large UK Pension Funds in delivering institutional quality investments for their long term hold. A recent project was with Horsham DC on the John Lewis retail development. and with BA Pension Fund Trustees Ltd and HSBC Pension Fund Trustees on delivering over 350,000 sq ft of commercial development. LaSalle is a long-established and well-known financial institution investing in the development sector.
- 3.8 In order to work towards the current stage the Council has already entered into a Memorandum of Understanding (MoU) with Arcus/LaSalle to provide a level of comfort to both parties, particularly for Arcus/LaSalle who required a reasonable level of confirmation that the council is on board before seeking to purchase the leasehold interest of Longley site.

Discussions with Maplebright

- 3.9 In June officers undertook discussions with Maplebright, the long leaseholder to the Longley site, regarding their willingness or otherwise to consider the sale of their lease interest to Arcus in order to enable the integrated development of the site in conjunction with the refurbishment and expansion of NEH. Arcus's subsequent financial offer, based on a considerable mark-up of the site's estimated value, was rejected as insufficient.
- 3.10 Both prior to and since the Arcus offer to Maplebright, its agent Fludes has approached BHCC with a proposed development package by the developer Bouygues, including a financial offer to extend the long lease. Both of these offers have been rejected by council officers on the basis that they neither represent an attractive return, nor provide sufficient certainty in securing the strategic objectives for the NEH/Longley sites and the wider New England Quarter Development Area.
- 3.11 Discussions with the current Longley lessee and its agents are ongoing and BHCC will continue to listen to alternative options. In the meantime Arcus has emphasised to BHCC that the 'window' to secure a viable development within the current economic cycle is rapidly diminishing. To ensure that the strategic development aspirations for NEH in tandem with Longley are secured, it may be necessary to embark on a Compulsory Purchase Order (CPO) of the Longley site. Under the proposed Heads of Terms attached at appendix 1, Arcus would undertake to fund any costs to the council arising from the CPO process.

4 ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 There are various alternative models for seeking to bring forward the refurbishment of NEH – for example, seeking a development partner and/or funding standalone development of the site, or seeking an alternative development partner on an integrated development of both the Longley and NEH sites as per the Arcus offer.
- 4.2 At his point in time and with a rapidly diminishing window to secure a development within the current economic cycle, the Arcus offer represents a very attractive solution in terms of providing the necessary finance for NEH's refurbishment together with securing a range of planning and other strategic objectives in respect of the New England Quarter and London Road Area.

5 COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 Stakeholder consultation, including engagement with current tenants in NEH will be an integral element in working towards a development agreement with Arcus.

6. CONCLUSION

- 6.1 Working in partnership with Arcus will reduce financial risk for the council and should achieve a range of strategic objectives in respect of the council's planning

policies for the New England Quarter and London Road Area (DA4) securing the refurbishment and expansion of NEH, new employment floorspace and housing.

- 6.2 Working towards a CPO if necessary is an appropriate means of providing the necessary assurance to enable an integrated development that will best realise the development potential of the Longley and NEH sites in line with strategic objectives.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 The conditional offer from Arcus would provide a contribution towards the NEH refurbishment as part an overall redevelopment of the two sites. The contribution will be net of any loss of rent that the Council receives for the Longley site. This net contribution, along with the £4.9m already secured for the project through the City Deal, would reduce the amount that the council would need to invest into the project and improve the overall viability of the scheme whilst potentially keeping future rent levels in NEH below the levels assumed in the original business case. There may also be an opportunity to increase the level of affordable housing provided. In the longer term the council will also benefit from additional future income streams from council tax, new homes bonus and business rates once the development on both sites is completed. Further work will be undertaken on testing the viability of the business plan and reported back to Committee in the future.
- 7.2 As set out in paragraph 3.11 any costs associated with the CPO of the Longley site would be met in full by Arcus with no direct cost incurred by the Council.
- 7.3 Resources have been set aside in the Strategic Investment Fund to support costs associated with the ongoing negotiations and viability of the business plan of the development. .

Finance Officer Consulted: Rob Allen

Date: 12/10/15

Legal Implications:

- 7.4 The draft HoTs propose a new 250 year lease for the Longley site subject to satisfactory planning permission for the development referred to in the HoTs being granted . It is also proposed that the Council would be indemnified in respect of any costs incurred in relation to the compulsory purchase of the existing Longley lease.
- 7.5 As (a) the proposed HoTs are considered reasonable and acceptable and satisfy the S123 Local Government Act requirements in terms of best consideration reasonably obtainable and (b) Arcus have funding available and are ready to enter into appropriate documentation, it is not considered necessary or appropriate to market the Longley site..

If the recommendations are agreed, appropriate documentation will be entered into. In the event of it being considered necessary to make a CPO a further

report will be presented to the committee seeking appropriate order making authority.

Lawyer Consulted: Bob Bruce 18.11.15

Equalities Implications:

- 7.5 None arising at this time.

Sustainability Implications:

- 7.6 The development proposed will comply with sustainability requirements.

8. Any Other Significant Implications:

Corporate / Citywide Implications:

- 8.1 Securing additional employment development on the New England House and Longley sites remains a long-standing strategic employment objective in the city. The two sites form a development allocation under policy EM1 in the 'saved' policies of the adopted Brighton & Hove Local Plan (2005) where they are described as the New England Business Area and are identified for B1 industrial and businesses uses. The sites fall within the Development Area DA4 (New England Quarter and London Road Area) of the more recent City Plan, where Longley has a strategic allocation for a net addition of 3,000 sq m employment floorspace as part of a mixed use development, which would help secure the 20,000 sq m of new employment floorspace that is sought in the wider development area. Securing the refurbishment of New England House is also a highlighted objective in DA4. By working with Arcus and its funding partner La Salle there is potential within the current development 'window' to secure both of the above objectives, along with achieving an integrated development across the two sites, that works within the context of the wider New England Quarter and also meets additional strategic needs for new residential development.

SUPPORTING DOCUMENTATION

Appendices:

1. Heads of Terms
2. Plan of relevant land
3. Confidential Part Two information re HoTs.

Longley Industrial Estate and New England House, Brighton & Hove

Heads of Terms in respect of conditional offer from Arcus pcd to Brighton & Hove City Council for the long leasehold interest of the Longley Industrial Estate, New England Street, Brighton

The terms and conditions of this offer are as follows:

1. Property

The leasehold interest for a term of 250 years in the Longley Industrial Estate and such part of the adjoining car park between it and the Council's New England House as agreed. The property principally comprises an industrial estate of c32,570 sq ft GIA and is subject to a 125 year leasehold interest granted 1 November 1982 (approximately 92 years remaining) and currently held by Maplebright LLP.

2. Purchase Price

Covered under Part 2 of this agenda.

3. Seller

Brighton & Hove City Council ("BHCC") Kings House, Grand Avenue, Hove, BN1 2LS

4. Buyer/Funder

Pension Fund clients of LaSalle Investment Management ("LaSalle") One Curzon Street, London, W1J 5HD

5. Developer

Arcus pcd, 84 Brook Street, London, W1K 5EH

6. Funding

This purchase will be funded entirely from the Funder's cash reserves without recourse to a third party debt.

7. Conditions

The offer is made subject to the following conditions:

- Contract
- Satisfactory Title

- LaSalle Investment Committee approval
- Satisfactory measured, environmental and business surveys
- Verification of property and tenancy information
- Planning permission for the development of not less than 105,000 sq ft NIA of Class B1(a) office floorspace, together with ancillary communal café/restaurant and meeting facilities available for New England House tenants; and 120,000 sq ft NIA of private rented residential accommodation, with an affordable housing component of not more than 30% provided as affordable rent accommodation capable of being let at 80% of Open Market Rent, and a serviced apartment component of not less than 25% of units provided.
- Acquisition by the Buyer, either by agreement or from the Seller through the exercise of its statutory powers, of the leasehold interest held by Maplebright LLP
- Each party to bear their own costs in relation to this transaction

8. Approvals

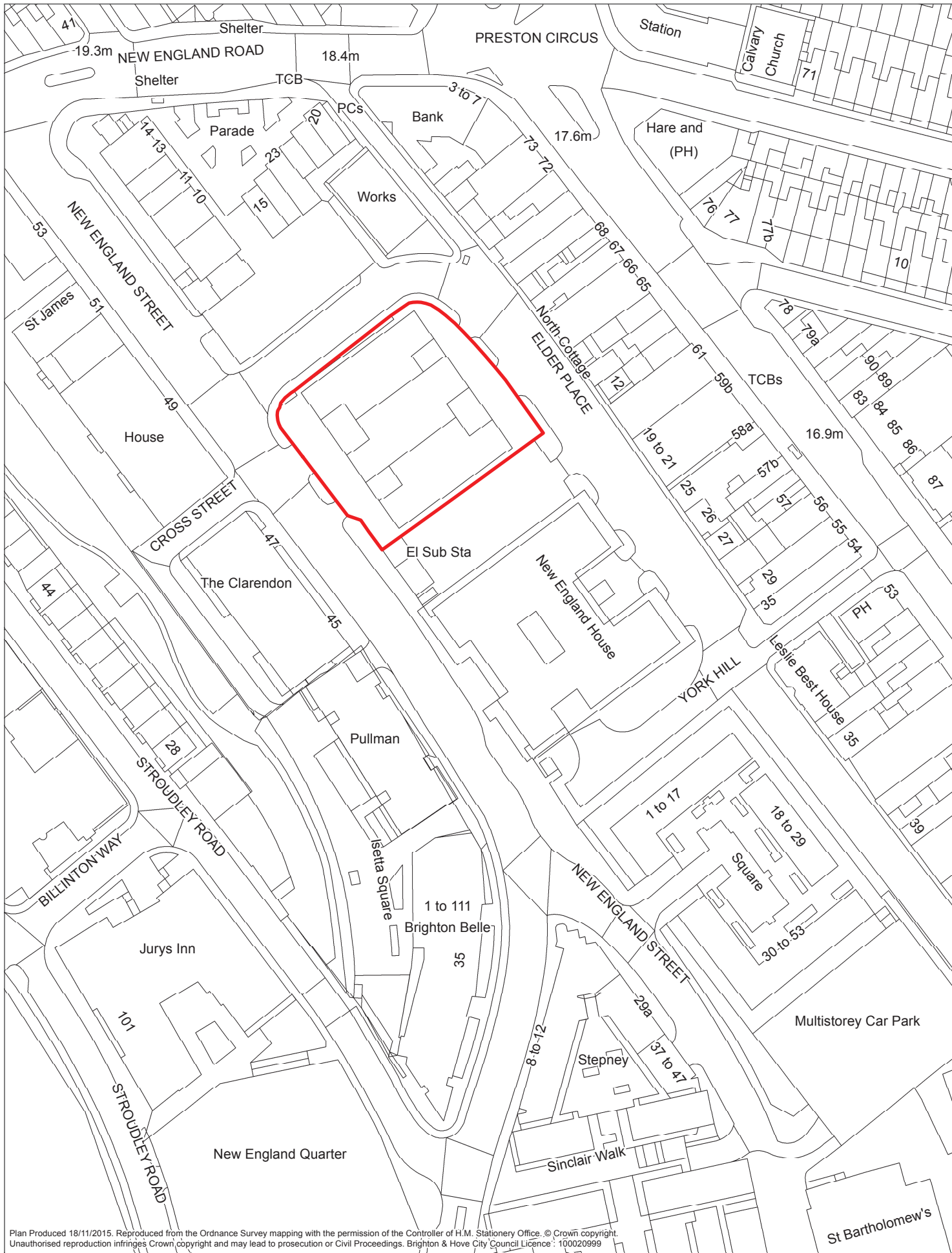
The transaction will require LaSalle Investment Management UK Investment Committee approval and satisfaction of completion of the conditions listed above.

9. Timescales

To be agreed between the parties.

10. VAT

We assume that the Council have not elected the property for VAT and will not be charging VAT upon this transaction.



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Longley Industrial Estate

 2,406 sq m

349 Scale 1:1,250



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