





Brighton & Hove
City Council

Overview & Scrutiny

Title:	Overview & Scrutiny Committee
Date:	10 September 2012
Time:	2.00pm
Venue	Council Chamber, Hove Town Hall
Members:	Councillors: Morgan (Chair) Cox, Brown, Buckley, Farrow, Follett, Hawtree, Marsh, K Norman and Phillips
Contact:	Tom Hook Head of Scrutiny 01273 291110 tom.hook@brighton-hove.gov.uk

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Meeting papers can be provided, on request, in large print, in Braille, on audio tape or on disc, or translated into any other language as requested.

For further details and general enquiries about this meeting contact Mary van Beinum, (01273 - 291062, email tom.hook@brighton-hove.gov.uk) or email scrutiny@brighton-hove.gov.uk

Date of Publication – 31 August 2012

PROCEDURAL BUSINESS

A. Declaration of Substitutes

Where a Member of the Overview and Scrutiny Committee is unable to attend a meeting for whatever reason, a substitute Member attend and speak and vote in their place for that meeting. Substitutes are not allowed on Scrutiny Select Committees or Scrutiny Panels.

The substitute Member shall be a Member of the Council drawn from the same political group as the Member who is unable to attend the meeting, and must not already be a Member of the Overview and Scrutiny Committee. The substitute Member must declare themselves as a substitute, and be minuted as such, at the beginning of the meeting or as soon as they arrive.

B. Declarations of Interest

- (1) To seek declarations of any personal or personal & prejudicial interests under Part 2 of the Code of Conduct for Members in relation to matters on the Agenda. Members who do declare such interests are required to clearly describe the nature of the interest.
- (2) A Member of the Overview and Scrutiny Committee, Scrutiny Panel or other scrutiny body has a prejudicial interest in any business at meeting of that Committee where –
 - (a) that business relates to a decision made (whether implemented or not) or action taken by the Executive or another of the Council's committees, sub-committees, joint committees or joint sub-committees; and
 - (b) at the time the decision was made or action was taken the Member was
 - (i) a Member of the Executive or that committee, sub-committee, joint committee or joint sub-committee and
 - (ii) was present when the decision was made or action taken.
- (3) If the interest is a prejudicial interest, the Code requires the Member concerned:-
 - (a) to leave the room or chamber where the meeting takes place while the item in respect of which the declaration is made is under consideration. [There are three exceptions to this rule which are set out at paragraph (4) below].
 - (b) not to exercise executive functions in relation to that business and

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- (c) not to seek improperly to influence a decision about that business.
- (4) The circumstances in which a Member who has declared a prejudicial interest is permitted to remain while the item in respect of which the interest has been declared is under consideration are:-
 - (a) for the purpose of making representations, answering questions or giving evidence relating to the item, provided that the public are also allowed to attend the meeting for the same purpose, whether under a statutory right or otherwise, BUT the Member must leave immediately after he/she has made the representations, answered the questions, or given the evidence,
 - (b) if the Member has obtained a dispensation from the Audit and Standards Committee, or
 - (c) if the Member is the Leader or a Policy Committee Member and has been required to attend before an Overview and Scrutiny Committee or Sub-Committee to answer questions.

C. Declaration of party whip

To seek declarations of the existence and nature of any party whip in relation to any matter on the Agenda.

D. 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 2 of the Agenda states in its heading the category under which the information disclosed in the report is confidential 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 and on-line in the Constitution at part 7.1..

**BRIGHTON & HOVE CITY COUNCIL
OVERVIEW & SCRUTINY COMMITTEE**

2.00pm 16 JULY 2012

COMMITTEE ROOM 3, HOVE TOWN HALL

MINUTES

Present: Councillor Morgan (Chair)

Also in attendance: Councillor Cox (Deputy Chair), Brown, Buckley, Farrow, Follett, Hawtree, Marsh, K Norman and Phillips

PART ONE

1. APOLOGIES AND DECLARATIONS OF INTEREST

1.1 Councillor Warren Morgan the Chair of Overview and Scrutiny Committee welcomed everyone to the meeting including new members of the committee and members who had previously served on OSC or other scrutiny committees.

1.2 It was clarified that substitutes are allowed on OSC.

2. MINUTES OF THE PREVIOUS MEETINGS

2.1 Councillor Mo Marsh pointed out that she had been present at CTEOSC meetings on 1 March 2012 (OSC agenda page 17,) and on 29 September 2012 (OSC agenda page 201).

2.2 Minutes of the final meetings of OSC, ECSOSC and CTEOSC (as amended above at 2.1) were agreed and signed by the Chair.

3. CHAIRS COMMUNICATIONS

3.1 The Chair Councillor Warren Morgan noted that this committee was now the Overview and Scrutiny Committee, not Overview and Scrutiny Commission, though it was now a commissioning body. He was keen to invite all Members and organisations across the City to contribute to the Work Plan. The meeting were not now being webcast and it was important for political parties to work together on scrutiny.

3.2 Councillor Morgan congratulated the scrutiny team on winning the National award for Innovation for the second time, for the traveller strategy scrutiny review.

4. PUBLIC INVOLVEMENT

4.1 There were no petitions, written questions or deputations.

5. ISSUES RAISED BY COUNCILLORS

5.1 The Council Leader had asked for a scrutiny review of the Council Tax Support scheme; this would be dealt with under the Work Programme report.

6. EQUALITIES UPDATE REPORT

6.1 Equalities Coordinator Sarah Tighe-Ford introduced the Equalities Update report detailing the new Equality and Inclusion Policy and Action Plan 2012 - 2015, that combined and built on the former Equalities Policy and Single Equality Scheme. It defines the council's commitment to address equality and inclusion issues and also includes our agreed 'objectives' which we are required to produce under the Equality Act 2010. These objectives are grouped together under the five headings used in the Equality Framework for Local Government (a national assessment of local authorities' equalities work) which will make it easier for us to demonstrate how we are maintaining our 'excellent' level.

6.2 Consultation on the new Equality and Inclusion Policy and Plan had been done in line with the Community Engagement Framework and a lot of positive feedback had been received.

6.3 The 2012-2015 Action Plan was now being circulated widely. It showed both Corporate, and more specific Unit and Team objectives, aims and actions. Some examples of the range of work planned were VisitBrighton (p22 of the Action Plan) and Trading Standards teams (p24).

6.3 Six-monthly engagement was built into the Action Plan review process - this enabled feedback and tracking of progress against the agreed policy objectives, plus testing of improvements in practice. The Action Plan was a living document, that both reflected activities and also enabled accountability.

6.4 The Equality Impact Assessment process is now well established and has a central role, both in Council policy and service development and in evidencing how the Council meets its legal duties.

6.5 Answering questions the Equalities Coordinator pointed out that the potential impact of Council Tax Benefit changes and actions, was already included in the Plan and that the Equality Impact Assessment process is being followed as part of the development of the new system. She explained the role of City Inclusion Partnership as the city-wide equality and inclusion partnership under the city's Strategic Partnership. Its work links in closely with that of the City Engagement Partnership (formerly the 'Stronger Communities Partnership'). In the Workforce profile the language used as for headings (specifically referring to 'Sex profile' rather than 'gender profile') follows the terminology used for the 'protected characteristics' within the Equality Act 2010.

6.6 Mary Evans, Commissioner, Communities and Equality answered a query: drawing up guidance on the Armed Forces Covenant, including social care and health needs assessments, had taken longer than expected. It had taken time to collate data but a first draft had now been produced. Business and Community and Voluntary sectors were being consulted and a steering group was being formed. A report was due to be sent to Policy and Resources Committee in the autumn.

6.7 Overview and Scrutiny Committee asked that a summary be provided of pay grade, broken down by gender.

6.8 Councillor Warren Morgan, Chair and member of the current Trans Equality scrutiny panel asked that the main issues from that review be incorporated into the Action Plan in a timely way. He thanked the officers for their work and report.

6.9 RESOLVED: a) That the progress made be noted.

b) That OSC continue to receive regular updates on the Equality and Inclusion Policy, Action Plan and consultation processes and feedback, to include the outcome of the Trans Equality Scrutiny Review when agreed.

c) OSC requests further information on pay grade according to staff gender.

7. SUPPORT FOR THE RETAIL SECTOR SCRUTINY PANEL

7.1 Councillor Gill Mitchell, former Overview and Scrutiny Commission Chair and Chair of the Support for the Retail Sector scrutiny review, introduced the Panel's report. She was pleased that it had been a productive review, covering many key issues.

7.2 The Panel objectives had been taken from the Streets Ahead event in 2011. The Panel Members had heard from a wide range of witnesses and there had been many good suggestions. The officers had worked hard and there had been publicity for the Panel's work not only via press release, local newspapers and the website but also for the first time 'live chat' social media had been used for the scrutiny review, that had been particularly successful.

7.3 The Panel had featured on Latest TV. Tesco and Sainsburys gave information and other evidence was still arriving at the time the report was being drafted. The findings of the Portas independent review also fed into the scrutiny.

7.4 Parking and transport topics were mentioned by all who spoke to the Panel. There were discussions on the levels of rent and business rates and landlords viewed as inflexible in difficult financial times. 'Pop up' shops and short term lets were seen as a good idea for otherwise hard to fill empty properties. The Council's retail premises had a 100% occupancy rate. Some retail areas eg North Laine raised signage as an issue and some felt they lacked a distinctive 'feel' or band.

7.5 There was a call for a city centre retail strategy. The post of city centre manager that had formerly been in place, was missed as a point of contact and liaison for traders with the Council.

7.6 Trader Associations and the Business Improvement District were mostly well regarded by those who belonged; but not necessarily by other traders. They were particularly useful in achieving economies of scale and common procurement eg waste collection services. Supermarkets had expertise to share for instance in working with communities, setting up traders associations.

7.7 There was a call for more flexibility and shorter timescales within the planning processes eg for change of use of premises, with a suggestion that provisions of the Localism Act be used to support retailers more. There were divergent views on street markets; these were regarded as more likely to be supported if they could be specifically 'themed.' It was therefore suggested that the Council should lobby for local regulatory powers over markets. Some retail areas felt they were not being promoted widely enough. The effect of on-line trading was also investigated. Some independent traders would benefit from help and advice on this.

7.8 Councillor Gill Mitchell thanked the officers especially Sharmini Williams Scrutiny Officer for her excellent support of the Panel.

7.9 In considering the report OSC agreed to exclude debate on the City's parking policy, that was being dealt with elsewhere.

7.10 Members discussed signage, charity shops, coffee shops and the profile of some out-of-centre retail areas. It was felt that street markets added to the City's vibrancy.

7.11 Minutes of the Panel meeting with Tesco, held after the three scheduled public meetings, was available as part of the evidence.

7.12 The Committee asked what was known about what makes a successful shopkeeper – this was a skill that perhaps could be acquired by training. In this regard there would be much to learn from charity shops, that did attract shoppers to Brighton & Hove.

7.12 Answering questions, Councillor Mitchell told the meeting that the commercial agent knew the qualities that made a successful retail outlet. Market testing was essential – start-ups would be advised to undertake enough early research. A speaker from the Chamber of Commerce was well-informed about national and local retail studies. Landlord advice (eg regarding terms and conditions) was seen as necessary, though this may not be a council function. There needed to be clarity about where traders could get information and advice.

7.13 Signage for the North Laines area could be dealt with under the Brighton Station Gateway proposals.

7.14 The Council had prepared a bid for Round 2 of the Portas Pilots on the London Road area which closed at the end of June and more information would be forwarded to OSC Members.

7.15 It was clarified that the findings and recommendations of the scrutiny review would be reported to October Policy & Resources (P&R Committee).

7.16 Members agreed that it would be useful to circulate the report to appropriate Council Committees plus community groups, Local Action Teams and other organisations across the City.

7.17 Some Members queried the feasibility of costing the implementation of these and other scrutiny recommendations and a report was requested to the next OSC meeting.

7.17 RESOLVED 1) that the report of the Scrutiny Panel on Support for the Retail Sector be referred to Policy and Resources Committee, requesting that a lead officer be given responsibility for responding to all the recommendations;

2) that following P&R, the report be circulated to other appropriate Council Committees and relevant organisations across the City;

3) that a report on the feasibility of costing the implementation of scrutiny recommendations be provided to OSC.

8. SCRUTINY AND NEW GOVERNANCE ARRANGEMENTS

8.1 The Head of Scrutiny Tom Hook introduced the report on new governance arrangements and the work of OSC, that was now primarily a commissioning body. There was a flow of scrutiny work from Members, officers and partners and it was for the Committee to decide its work programme; item 9 on this agenda.

8.2 In addition to its commissioning and coordinating role, OSC was the designated Crime and Disorder Committee as required under the Police and Justice Act 2006 and was responsible to undertake scrutiny of flood and coastal erosion plans as required by the Localism Act.

8.3 OSC also had the power to call in decisions (Any 5 Members of the Council, from a minimum of two political groups may request that a decision be called in for Scrutiny) and to determine any Councillor Calls for Action that may be raised by any one Member of the Council, as set out in the Constitution.

8.4 The Chair Councillor Warren Morgan stated that he and Councillor Ben Duncan would be serving on the Sussex Police and Crime Panel. He planned to invite the new Sussex Police Commissioner to speak to OSC at a suitable time after being elected.

8.5 Members discussed the role of OSC as regards flood protection and asked for an update briefing, following the workshop and visit to Brighton Marina undertaken by ECSOSC last year.

8.6 There were some areas of overlap between the two scrutiny committees; Councillor Morgan said he would ask that the recommendations of the Trans Scrutiny Panel, of which he was a Member, also be referred to HWOSC.

8.7 RESOLVED: (1) that the role of OSC be noted.
(2) That a briefing on flood protection be provided to OSC Members.

9. OVERVIEW AND SCRUTINY WORK PROGRAMME

9.1 The Head of Scrutiny Tom Hook introduced the report on Overview and Scrutiny Work Programme.

9.2 In the coming years OSC would receive key reports such as the Corporate Plan, Performance Plan and others that form part of the Council's Budget and Policy Framework; some of these were 3- or 4-year plans. OSC would also be invited to commission specific scrutiny work as necessary.

9.3 The Chair said a balance would need to be found between policy development and other scrutiny work relating to the Council's Forward Plan, at the same time being flexible enough to leave space for other issues as they emerge. OSC could commission different types of scrutiny

activities other than full scrutiny reviews - such as workshops or one-day panels such as the Winter Service Plan scrutiny.

9.4 After a comprehensive debate Members agreed to change the start time of the Committee from 4pm to 2pm.

9.5 Members discussed the Council Leader's request for scrutiny of the proposed council tax support scheme. A Panel would look at a draft scheme, the consultation results and the potential impact on the City including an Equalities Impact Assessment. Members noted that any Panel would need to be convened in September and adhere to a timetable that enabled reporting back to 11 October Policy & Resources.

RESOLVED: (1) that the draft work programme at Annex 1 be agreed.

(2) That the Budget and Policy Framework items that will need scrutiny prior to decision be noted, and added to the work programme as they arise (Annex 2).

(3) That all Members, partner organisations and senior officers be consulted for suggestions for scrutiny.

(4) That the 'Cultural Provision for Older People' Panel suggestion be investigated for progressing through the WHO Age Friendly City initiative (Annex 3) and reported back to 10 September OSC.

(5) That a scrutiny panel into council tax benefit changes be established following a request from the Council Leader, Cllr Jason Kitcat (Annex 4 & 5).

The meeting concluded at 3.45pm

Signed

Chair

Dated this

day of

Agenda item 13

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

(a) Petitions:

To receive any petitions submitted to the full Council or at the meeting itself.

(b) Written Questions:

To receive any written questions.

(c) Deputations:

To receive any deputations.

(d) Letters:

To consider any letters.

(e) Notices of Motion:

To consider any Notices of Motion.

OVERVIEW & SCRUTINY COMMITTEE

Agenda Item 14

Brighton & Hove City Council

Subject:	Brighton & Hove Strategic Partnership 2012 12 Month Activity Report		
Date of Meeting:	16 July 2012		
Report of:	Strategic Director, Resources		
Contact Officer:	Name:	Simon Newell	Tel: 29-1110
	Email:	Simon.newell@brighton-hove.gov.uk	
Ward(s) affected:	All		

Overview and Scrutiny Committee welcomes Roger French OBE DL, Chair of Brighton & Hove Strategic Partnership to give a regular update and discuss progress in partnership working.

Report Contents:

Acronyms contained within the paper

1. Introduction from the Chair of the Brighton & Hove Strategic Partnership

2. New & Future Partnership Arrangements:

- 2.1 Partnership Review
- 2.2 City Performance Plan
- 2.3 Citytracker
- 2.4 City Engagement Partnership
- 2.5 Learning Partnership
- 2.6 Transport Partnership
- 2.7 Analysis & Intelligence Network

3. Major Strategies Adopted & Owned by BHSP

- 3.1 Inward Investment Prospectus
- 3.2 Brighton & Hove Child Poverty Strategy
- 3.3 Food Strategy - Spade to Spoon: Digging Deeper

4. Brighton & Hove Strategic Partnership Projects

- 4.1 Living Wage Commission
- 4.2 Capturing Co-Production
- 4.3 Integrated Families Project
- 4.4 Digital Inclusion
- 4.5 City Engagement Grid
- 4.6 BHLIS Website Re-launch
- 4.7 City Employment & Skills Plan & Launch

- 4.8 Alcohol Pilot
- 4.9 Services for Young People Joint Commissioning Strategy
- 4.10 Urban Biosphere
- 4.11 Neighbourhood Governance
- 4.12 Joint Strategic Needs Assessment
- 4.13 Joint Health & Wellbeing Strategy
- 4.14 Joint Community Safety Delivery Unit
- 4.15 Citywide Risk Management

Acronyms Contained within the Paper

BHLIS	-	Brighton & Hove Local Information Service
BHSP	-	Brighton & Hove Strategic Partnership
CEG	-	City Engagement Partnership
CESP	-	City Employment & Skills Plan
CESSG	-	City Employment & Skills Steering Group
CPP	-	City Performance Plan
CVS	-	Community & Voluntary Sector
CVSF	-	Community & Voluntary Sector Forum
JHWS	-	Joint Health & Wellbeing Strategy
JSNA	-	Joint Strategic Needs Assessment
PSB	-	Public Service Board
SCP	-	Stronger Communities Partnership
SCS	-	Sustainable Community Strategy

1. Introduction from the Chair of the Brighton & Hove Strategic Partnership

This report explains and updates the impressive work programme which has been achieved, and is continuing, by a whole range of people working together in partnership to make this city a great place to live, visit and do business here. We are leading the way in partnership working in the country and are held up as an example that others aspire to follow. The following pages will amply demonstrate why this is so and I commend it to you. It continues to be a privilege to chair the Strategic Partnership and oversee the work of the Partnership family and I am indebted to the excellent work carried out by Simon Newell and Charmian Hay-Ellis who work tirelessly to ensure the 'partnership ethos' thrives.

The Brighton and Hove Strategic Partnership:

- Is Brighton & Hove's Local Strategic Partnership
- Is the overarching strategic partnership for Brighton and Hove that provides a single local co-ordination framework within which other partnerships can operate
- Brings together at a local level the different parts of the public sector as well as the private, business, community and voluntary sectors so that different initiatives and services support each other and work together
- Is a non-statutory partnership
- Is responsible for developing and driving the implementation of the SCS and CPP

BHSP has four board meetings per year. The meetings are open to the public. Dates, times and venues are available at www.BandHSP.co.uk.

Roger French OBE DL
Chair, Brighton & Hove Strategic Partnership

Contact the Partnership

C/o Independent Secretariat, Partnerships & External Relations Team, King's House, Grand Avenue, Hove, BN3 2LS
Tel: 01273 291128
Email: info@bandhsp.co.uk

2. New & Future Partnership Arrangements

2.1 Partnership Review

At its meeting on 2nd November 2010 the PSB were presented with a paper titled "Role of Partnerships in Commissioning" by Simon Newell, Head of Partnerships and External Relations, BHSP. This paper outlined the need for a review of the thematic partnerships to highlight any changes required as part of the new city wide intelligent commissioning model.

It was agreed that due to the rapid legislative and operational changes that were being undergone at that time, the role of partnerships in commissioning should be reappraised on an ongoing basis.

Brighton & Hove has made excellent progress in partnership activity at the strategic level over the past few years and in examining the role of partnerships in intelligent commissioning, it has emerged that partnership working is still strong although it is acknowledged that the PSB in particular will need to adapt in future to respond to the changing landscape.

Following the July 2011 PSB meeting where a draft set of operating principles was presented to the group, further comment and consultation during August has resulted in a refined set of draft operating principles. The revised operating principles are intended to strengthen the accountability and governance of the board and will improve the delivery and coordination of partnership working.

A new partnership structure using the headline groupings of '**Policy**', '**Outcomes**' and '**Delivery**' is proposed. This will support a rational restructure of the individual Partnerships as and where necessary so they are better able to deliver the SCS and meet the needs of residents, businesses and visitors to the city.

It should be noted that the roles/ functions of the partnerships are not exclusive and each partnership will still retain responsibility for delivery of its own work plan and objectives.

Policy Partnerships – Policy partnerships will be mandated by the Brighton & Hove Strategic Partnership (BHSP) to work with other partnerships to ensure that sustainability, engagement and equalities are applied as consistently as possible within all partnerships. Currently, these partnerships are identified as the City Sustainability Partnership, City Engagement Partnership and the City Inclusion Partnership.

Given the role of the policy partnerships, it is important that political leadership is engaged in the partnership at a senior level, i.e.: chair/vice-chair. This will help ensure consistency with other policy initiatives undertaken by the Local Authority

Outcome Partnerships – Outcome Partnerships will be responsible for their key set of outcomes. These outcomes can broadly be grouped into 3 areas -

health & social care, safety and economic & learning. The partnerships will continue to work with delivery partnerships to ensure that they are contributing as effectively as possible to the key outcomes of health, safety and development.

Delivery Partnerships – Delivery Partnerships will provide city wide leadership around their specific areas e.g.: transport, housing, arts, etc. They will continue to work closely with other Delivery Partnerships and Outcome Partnerships on areas of mutual concern. They will also work with the Policy Partnerships to ensure that issues of equality, engagement and sustainability are addressed within their partnerships

New protocols/ agreements have been drawn up between the PSB and thematic partnerships to strengthen relationships and improve delivery and coordination of partnership working.

These will support a rational restructure of the Partnerships as and where necessary so they are better able to deliver the Community Strategy and meet the needs of residents, businesses and visitors to the city. Partnership structures should be stronger, better match city priority outcomes and have clearer decision making authorities.

2.2 City Performance Plan

The BHSP and PSB agreed the CPP as the performance management tool for the PSB. 2011/12 was a transitional year in terms of performance management work given changes to the national context, including the end of the Local Area Agreement, the abolition of the Comprehensive Area Assessment, and the formal agreement of the new Performance & Risk Management Framework in July 2011. The CPP is being reported as an interim document, and will be subject to on-going review.

The CPP will:

- Report 6 monthly on how successfully the Partnerships are delivering what they have set out to do in the SCS
- Contain a series of measures that the Partnership draws upon to evidence progress against the identified outcomes
- Be led in the city by the Public Service Board who will mandate the City Intelligence Group to manage the CPP and should agree to take required action as organisational leads to improve performance.

The CPP moves away from being indicator driven towards reporting progress on city outcomes. A named responsible officer within the Local Authority or partner organisation, and accountable Strategic Director, is identified for each section within the CPP. This is in order to identify clear local accountabilities now that Central Government requirements have changed, and many accountabilities have been devolved to the local area, in line with the Localism agenda.

2.3 Citytracker

The Place Survey was a city-wide statutory satisfaction survey which was removed as a duty from Local Government in 2010. The purpose of the Place Survey was to capture the perceptions and attitudes of local residents to their local area and their views of services delivered by the city council and partners.

Some indicators contained in the CPP require information from residents on satisfaction with local services, levels of engagement and involvement, and perceptions of the place where they live. With the end of the Local Area Agreement in March 2011 and the abolition of the National Indicator Set and the Comprehensive Area Assessment it has allowed local flexibility in establishing performance management structures and in assessing resident views.

Papers were brought to BHSP and PSB in September 2011 where broad agreement was reached for a Citytracker survey. The Citytracker would take the form of a telephone based survey with a representative sample of residents conducted approx x3 per year. The first results of the Citytracker survey were received by PSB on 12th June 2012 and BHSP on 19th June 2012.

The funding previously identified for the Place Survey was allocated to the Citytracker for a one year trial with agreement that a review would be conducted at the end of the year which would focus on usefulness of the information collected and value for money.

2.4 City Engagement Partnership (formerly Stronger Communities Partnership)

The Strategic Planning Group (set up on behalf of the SCP) discussed their thoughts on what the role and remit of the Stronger Communities Partnership should be, taking into account past achievements and recent changing policy context. It was felt that the main purpose of SCP should be:

- To provide strategic leadership on engagement across the city, discussing partners planned engagement activities and providing advice and guidance to partnerships as requested
- To be the place in the city where partners share best practice and lessons learnt from previous engagement activities
- To be the place in the city which provides consistent messages about how engagement should be carried out and provide tools and resources to enable this
- To be a critical friend; providing 'challenge' to colleagues in a safe space and offering solutions to problems presented
- To be the place in the city where resources and expertise around engagement is shared by all partners (including data) to avoid duplication of activities and prevent organisations from working in isolation/silos to drive up the quality of engagement.

As part of the partnership review, it was felt that to work towards achieving the above, SCP would benefit from a 'rebranding' and re-promotion of its purpose across the family of partnerships. It was therefore proposed that the SCP ceased to operate as of 31st March and moves into a new phase as the City Engagement Partnership as of 1st April. Promotion of the partnership would include highlighting existing resources such as the Community Engagement Framework (CEF), Reward and Recognition Guidance and the Concerns and Solutions Matrix. This work should also be based on the SCP's Communication Plan which was drafted in March 2011.

BHSP supports the CEP in its rebranding to help strengthen relationships across the family of partnerships.

2.5 Learning Partnership

About a decade ago, the Brighton and Hove Learning Partnership Board was formally constituted in response to Government Policy. This was done by adjustment of the terms of reference of the 'Strategic Partnership for Post-16 Education and Training' which had been set up as an initiative of the Local Authority in March 1999.

In 2010, an attempt was made to revive the Learning Partnership but this was only partially successful. In the course of the academic year 2010-11, the Chair of the Learning Partnership worked closely with a consultant advising the Local Authority on partnership issues and, with significant assistance from the Local Authority, succeeded in engaging the City's head teachers and principals in generating a will to create an effective Learning Partnership for the City.

The structure of the Learning Partnership has since been agreed in the form and has now met on four occasions. The first two meetings were run by an external facilitator enabling the new board members to begin to explore fundamental issues: our purpose, our vision and so on.

Thanks to the energy and commitment of the membership, progress in developing the Learning Partnership has been very positive and continues to develop.

2.6 Transport Partnership

As of February 2012, the Partnerships & External Relations Team agreed to take on the organisation of the Transport Partnership, initially for a 12 month period, and agreed to:

- Draft and get agreement for agendas
- Plan a 12 month work programme for the partnership
- Ask (and chase) presenters for reports (include details of timings)
- Outline the reason for the paper coming to the meeting (information/endorsement/etc)
- Collate papers

- Circulate papers to the partnership
- Circulate minutes
- Circulate and follow up actions

After the 12 month trial period, the Partnerships & External Relations Team and the Transport Teams will re-evaluate the situation on the best way forward for this group

2.7 Analysis & Intelligence Network

Part of the role of the Brighton & Hove Strategic Partnership is to try and ensure that data, intelligence and relevant performance information are shared effectively between different organisations and partnerships. This allows us to develop a rounded view of the areas of strength and those that require improvement across the city.

To help with this we have set up an Analysis & Intelligence Network. Individuals and teams across partner organisations, including the Community & Voluntary Sector, can use this group to bring issues and suggestions in the field of performance, intelligence and analysis.

The purpose of the network is to:

- Facilitate effective communication between members
- Ease the process of finding the person that holds the data/information that you may need
- Maintaining a directory of analysts/ researchers/performance specialists across the City
- Facilitating skills exchanges between members across the City

3. Major Strategies Adopted & Owned by the BHSP

3.1 Inward Investment Prospectus

On 13th September 2011, the PSB agreed to create a new Citywide Inward Investment Prospectus which will help to sell the city and encourages businesses to the area that are looking to open or expand in the city. The development of the prospectus also informs the development of the Economic Strategy

A series of meetings were arranged with various partners in order to look at the functions, format, ownership and hosting of the prospectus.

This group agreed that the functions should be:

- To attract investment
- To secure investment
- To maintain investment

The group were also encouraged to think about what differentiates Brighton & Hove from Oxford/Bristol/Manchester/etc, and agreed that the prospectus needs to highlight the Unique Selling Point (USP) of Brighton & Hove. The group acknowledged that Brighton & Hove already has a brand and that the prospectus would be building on something that already exists

The group agreed to launch the prospectus in web form in September 2012

3.3 Brighton & Hove Child Poverty Strategy

The Child Poverty Commissioning Strategy is a first for Brighton & Hove. It was produced in response to the unacceptable level of child poverty in the city (22% of all children and young people live in poverty) and the detrimental effect that this can have over the full course of their life.

The strategy describes the outcomes that are to be achieved through a collective effort between partnerships in the city, from alleviating the impact of poverty on day to day family life, particularly in the harsh current economic climate, to reducing levels of poverty overall and tackling the inequality that it creates.

In 2010-11 a Child Poverty Needs Assessment was undertaken for Brighton & Hove, overseen by the city's Public Service Board. This was a first effort to bring together a full range of evidence around such a broad and far reaching outcome, using the new citywide needs assessment process.

The needs assessment covered individual family circumstances as well as wider economic and social circumstances, and also the interaction of services that are provided to support and influence these. The findings and recommendations of the needs assessment have directly influenced this strategy.

This strategy went to Council Cabinet in February 2012 followed by the PSB and final sign off with the BHSP in March 2012.

3.3 Food Strategy - Spade to Spoon: Digging Deeper

Spade to Spoon: Digging Deeper came to BHSP on 28th February 2012 and sets out a long term vision for the city's food system: one that is healthy, sustainable and fair. It includes a set of aims, objectives and a five year action plan for partners.

The Food Strategy provides a strategic context for the wide range of food related activities across the city. It takes an integrated, cross-sectoral approach to food, which links initiatives within public health, environmental sustainability, community development, procurement education, agriculture, cultural and economic development, waste management, urban planning and tourism.

It shows how a focus on food can help achieve many of the city's social, health, economic and environmental priorities that the BHSP have committed to, as expressed in the SCS.

Spade to Spoon: Digging Deeper identifies where the city is doing well and where the challenges lie. It has been developed in the knowledge that, by working in partnership, we can take the work on transforming a city's food system to the next level and that in doing this we should seek to share what we learn nationally and internationally.

For more information contact Vic Borill - Vic@bhfood.org.uk

4. Brighton & Hove Strategic Partnership Projects

4.1 Living Wage Commission

A living wage is a minimum hourly wage that takes into account certain basic costs of living. It is a voluntary commitment by employers, separate from the statutory National Minimum Wage.

In October 2011, instigated by Brighton & Hove City Council a Living Wage Commission was set up to examine the benefits, risks and opportunities for establishing a living wage for the city of Brighton & Hove, and to report on:

- A city position on adopting a living wage.
- A living wage (hourly rate) for the city of Brighton & Hove.
- How employers could be supported to implement a living wage for directly employed staff and to review their procurement, contract and best value policies to ensure that as far as possible, within the law, the living wage is paid to all contracted staff. Identifying sector specific issues and requirements.
- To ensure that pursuing a living wage helps tackle inequality while protecting and promoting the competitiveness and effectiveness of businesses and organisations.

The Commission's role was to act in an advisory capacity to Brighton & Hove City Council's Cabinet, BHSP and PSB. The City Council acted as the accountable body for the Commission. The Commission had no formal decision making or budgetary powers.

The Commission completed as scheduled at the end of March 2012 and its report was presented to the Council's Cabinet, PSB and the BHSP who agreed as individual members to sign up to be the Brighton & Hove minimum Living Wage of £7.20 per hour.

4.2 Capturing Co-Production

The 'Capturing Co-production Project' was funded through the city's PSB in order to capture experiential learning and emerging practice on co-production in 2-3 citywide commissions within the City Commissioning Plan. The main outcome will be to increase understanding of what local factors are needed to create the conditions for co-production to thrive, and what local barriers exist and need to be overcome in order for co-production to be mainstreamed. The outcomes from this project will consequently help inform and improve the development of future citywide commissions.

The project is being led by CVSF who are well placed to undertake this due to the role they play in the city as a key facilitator and relationship builder between local communities and community-focused organisations, and public sector organisations operating in Brighton and Hove. CVSF can engage with both commissioners and a variety of CVS organisations in this project and offer support to these groups to facilitate active learning associated with co-production. During the project CVSF will act as a conduit

for the exchange of learning and a vehicle for knowledge brokerage in relation to co-production within the 2-3 commissions being worked on.

This portfolio of information will be of use to commissioners, CVS organisations and communities as they increasingly work more closely together to bring about positive outcomes for the city's residents.

4.3 Integrated Families Project

In 2011 the Council launched its Families in Multiple Disadvantage (FMD) Commission (since renamed the Integrated Families Project). The aim was to re-examine how our most vulnerable families interact with services provided by a range of organisations and partners (including CVS) and to explore options on how this can work better.

Shortly after the Commission commenced the Troubled Families Unit (TFU) was formed as part of the Department for Communities and Local Government. The TFU have devised criteria to identify who are the city's most vulnerable families/residents, have launched a payments by results scheme and have given Local Authorities funding to appoint a strategic coordinator for three years.

At the PSB on 12th June 2012 an update was provided on the progress made on identifying the families locally and some of the issues, a brief insight into the Payment by Results methodology, the progress on recruiting the coordinator and how partner agencies are working together to agree a model of delivery services and changing attitudes was also provided. BHSP will continue to oversee this work.

4.4 Digital Inclusion

At the PSB meeting on 12th June 2012, it was noted that there were a number of different strands of work taking place around digital inclusion across various areas in the city. The Partnerships & External Relations team were asked to begin to work with these different areas in order start to bring this work together in a more coherent way. The findings of this work will be brought back to the PSB in the autumn.

The main drivers for bringing this work together is to focus on the welfare benefit reforms and the implications this will have particularly on people of working age and the way in which that they access their claims.

This work looks at the inclusion aspects of digital inclusion that is already being done and being planned for the near future, rather than the specific technology being used to make the city more digitally inclusive.

A meeting was arranged by the Partnerships & External Relations team with a number of Local Authority representatives in order to draw together the various strands of work currently being undertaken around digital inclusion.

This initial meeting was aimed solely at local authority colleagues in order to begin to draw together the various strands before talking to partners. The focus of this meeting was on digital inclusion and not on digital or technological innovation.

A stakeholder workshop will be arranged in the Autumn with city partners in order to obtain a more citywide view of digital inclusion and to agree a way forward in best tackle the issue.

4.5 City Engagement Grid

On behalf of the CEP, a mapping exercise, led by the Partnerships & External Relations team, has been started to attempt to capture major engagement activities taking place in the city over the next 12 months. This was requested at the City Engagement Summit in September 2011 and will help CEP in its aims to provide strategic leadership around engagement in the city and on behalf of the BHSP.

The aim of the mapping is to try to develop an overview of planned activity over the coming year and to:

- Better coordinate planned activity
- Identify any possible duplication and gaps
- Learn from the findings of engagement activity and
- Ensure that we engage with local communities, businesses and interest groups in the most efficient and effective way.

The focus of this is on significant or major activities ranging from information campaigns that are planned, through to major consultations and participation activities.

To that end, the CEP Agenda Planning Group produced a short template and asked organisations to provide high-level information on their planned engagement activity over the coming year.

It is hoped that this can become a shared resource in the city that interested parties will be able to access to better plan their engagement activities and ultimately create a better experience for the city's citizens of engaging with services.

4.6 BHLIS Website Re-launch

BHLIS is an information website containing data across a range of themes and geographical levels in Brighton & Hove. Its features include:

- Interactive maps and charts
- Area profiles and reports about selected themes or outcomes
- Access to policy, research and performance documents
- Access to a wide range of needs assessments and their supporting evidence, including the Joint Strategic Needs Assessment (JSNA), Child poverty etc

BHLIS enables users to carry out analysis, access data and relevant statistical and policy reports, and obtain information to evidence need, formulate policy contributions and help plan services. BHLIS is a publicly available information portal for the city, enabling data, evidence and needs assessments to be made available to the public. BHLIS is currently linked directly to the BHSP website.

Feedback on BHLIS during 2011 indicated that the system was not functioning to its optimum level and that users found it confusing and cumbersome. The Head of Public Health Intelligence was able to provide a small amount of funding to redesign the look and feel of the system in order to make it more accessible to a wider group of users. The first stage of the site redesign is complete and initial demonstrations have received positive feedback. The new look site is currently being tested by a wide range of colleagues across all sectors within the city.

www.bhlis.org

4.7 City Employment & Skills Plan & Launch

The CESP 2011-2014 builds on the original plan that covered the period 2008-2011, and the interim review that was undertaken in 2009.

It has been developed in different circumstances from its predecessor. This is reflected in the analysis that underpins it and the actions that have been agreed.

The 2011-2014 CESP has been developed by the City Employment & Skills Steering Group (CESSG). Strategic input has been provided by Centre of Cities and an Equality Impact Assessment has been undertaken by Ottaway Strategic Management.

It has been based on individual consultations with CESSG members, an awayday held on 4th October 2010, an action planning workshop held on 25th November 2010, an analysis of relevant strategies, plans and background research reports, and an analysis of a wide range of labour market and economic datasets.

The draft plan has been taken to Thematic Partnership meetings so that the various partnerships can understand their contribution to the Employment & Skills agenda across the city.

4.8 Alcohol Pilot

Reducing alcohol related harm in the city was the broad and challenging scope of one of the three intelligent commissioning pilots which commenced in July 2010. The needs assessment and consultation left no doubt as to the heavy burden on city services and the lives of families and communities which results from alcohol misuse on. At the PSB on 8th November 2011, a report was brought about the alcohol pilots that had been taking place over the 18 months.

The scope, to reduce alcohol related harm in the city, was therefore confirmed as the overarching outcome to be achieved for the city. A partnership Alcohol Strategy Programme Board has taken responsibility for the leadership, governance and establishment of an infrastructure which, through target setting and performance monitoring, drives an action plan to achieve that overarching outcome.

The PSB noted the good progress in the delivery of the Action Plan that sets out to achieve the outcome of reducing alcohol related harm in the city. While a high proportion of the work is being delivered within existing resources, action is beginning to develop an alcohol services commissioning plan for 2012/13 and beyond. The Big Alcohol Debate and following a review of the findings, the Alcohol Strategy Programme Board will report further to the PSB, seeking approval for some significant changes to the way that alcohol use is managed in the city.

4.9 Services for Young People Joint Commissioning Strategy

This strategy is one of the first outcomes of the new approach to intelligent commissioning across the city. Produced with young people, partners and staff it is based on an assessment of need and analysis of current provision. By bringing together the council and its partners we have been able to identify more than £6,450,000 that is spent on commissioning services for young people and to set out a strategy for improving the coordination, impact and value for money of those services.

This strategy fulfils the commitment in the council's Corporate Plan to redesign the way in which youth services are delivered to ensure young people have the opportunity to be active citizens through participating in community activities.

The Partnerships & External Relations team facilitated the dissemination amongst thematic partnerships resulting in integration in employment and skills agenda as well as advice.

4.10 Urban Biosphere

The Urban Biosphere project was agreed at the BHSP meeting on 24th May 2011, with workshops, meetings and events have taken place for varied environment sector stakeholders in Brighton & Hove and beyond, including close working with the national UNESCO body 'UK MAB' who actively support the Biosphere proposal and are advising on the city's approach to the UN.

The Biosphere Project was formally launched to the public and press on 22nd May 2012 through a programme of Fringe events and street art under our new identity of the 'Here Here' campaign to secure and sustain UNESCO international Biosphere status.

A partnership of 16 organisations has been developed to date, including all 4 district councils covering the South Downs surrounding Brighton & Hove as

well as public and charitable environmental and educational bodies, to propose that the outline Biosphere area extends from the River Adur to the River Ouse and includes a marine element also.

Biosphere status offers B&H an internationally recognised accolade and framework to better integrate nature and people, helping to bring together varied initiatives under a common banner, raise the city's profile, attract new grant funding, develop the green economy (especially eco-tourism), stimulate local peoples' awareness and understanding of the importance of their local environment to them, and join and learn from/inform an international network of other 'areas of excellence'.

An intensive programme of stakeholder engagement is continuing through to the end of 2012, to inform people about the Biosphere project and seek their inputs on what they value in their environment and how it could be further improved. A formal consultation will run during early 2013 on a draft Biosphere management strategy, which will be the key document to accompany our formal application to UNESCO in September 2013. A decision on our proposed status is then expected from them in July 2014.

4.11 Neighbourhood Governance

The SCS aims to create a place where communities are strong, inclusive and involved and have opportunities to influence decision making. A place where individuals are able to take advantage of opportunities to improve their quality of life.

The Council are committed to a more open and democratic city offering residents greater power to make decisions about services for their neighbourhoods and influence the way budgets are shaped and money is spent.

The Council want to develop the approach with other statutory organisations to maximise and clarify the way that residents can engage with the emerging neighbourhood policing plans and changes in health.

There is a commitment to developing neighbourhood governance across the city, and a desire to work to Community and Voluntary sector, Health, Police, business and other statutory services as key partners in the development of any new process or structures.

The plans for neighbourhood governance support the national policy context of the Localism Act. The Act sets out a series of proposals that are intended to achieve a substantial and lasting shift in power away from central government and towards local people.

4.12 Joint Strategic Needs Assessment

Draft national guidance signals an enhanced role for JSNAs to support effective commissioning for health, care and public health as well as

influencing the wider determinants that influence health and wellbeing, such as housing and education.

Interim Department of Health guidance published in December 2011 advised that emerging Health and Wellbeing Boards should proceed with progressing the refreshing of JSNAs and development of a JHWS.

Since August 2009, a City Needs Assessment Steering Group that reports to the PSB, has overseen the programme of needs assessments. The steering group will become a subgroup of the Health and Wellbeing Board in relation to JSNA from April 2013.

The 2012 refresh is a series of summaries grouped under key outcomes. Consultation has been conducted to inform the structure and contents. The CVSF conducted a gap analysis of the JSNA summary in January 2012 and changes were made to the proposed structure as a result. An involvement event to inform the JSNA and JHWS development was held on the 1st March 2012, which was attended by over 70 representatives from Brighton & Hove City Council, Local Councillors, the Clinical Commissioning Group, NHS Sussex, strategic partnerships, health providers and the community and voluntary sector.

The current working draft of the JSNA summary is viewable at:
<http://www.bhlis.org/jsna2012>.

4.13 Joint Health & Wellbeing Strategy

Building on the JSNA, a new Health & Wellbeing Strategy is being developed. The principles underpinning the JHWS (adapted from draft national guidance) are as follows:

1. It should be strategic and must take into account the current and future health and social care needs of the entire population
2. Prioritise the issues requiring greatest attention, whilst avoiding trying to take action on everything at once.
3. Focus on things that can be done together
4. Identify how local assets can be used to meet identified needs
5. Key to understanding local inequalities and the factors that influence them

At the first shadow Health and Wellbeing Board on 30th May 2012 members were asked to identify priorities from the high impact issues for the JHWS for 2013-14, particularly those where stronger local partnership working would be expected to improve outcomes.

4.14 Joint Community Safety Delivery Unit

A report came to BHSP on 19th June 2012 to advise of proposals to bring together neighbourhood policing and relevant council services under one delivery unit building on the existing established partnership arrangements embedded in the Partnership Community Safety Team. The proposal involves joint management of staff between the police and the council working to

deliver city wide community safety outcomes as determined within partnership commissioning arrangements, led by the Strategic Director of Communities and Divisional Police Commander

The Partnership Community Safety Team ensures delivery of the statutory requirements regarding community safety placed on the council under the Crime and Disorder Act 1998. The new integrated delivery unit will increase the effectiveness of police and community safety services to the public and outcomes achieved. The first phase of the new unit, with a new delivery manager, will be in place by April 2012.

Processes are also under way, to reshape the strategic and commissioning functions which currently support the full range of statutory and related functions that are required of the Community Safety Partnership, including those which relate to substance misuse, and all other priority crime areas. Discussions about those future arrangements are taking place with partners, in particular with police, probation and the Director of Public Health.

Discussions have also taken place to understand the impact of central government initiatives such as work around "Troubled families" and how this work will impact on, for example, the current operation of the Family Intervention project.

The new arrangements will provide a robust framework for community safety services and the Partnership on which to base future arrangements for the establishment of Police & Crime Panels (July 2012) and a Police & Crime Commissioner for Sussex (appointed November 2012)

4.15 Citywide Risk Management

On 10 May 2011 PSB agreed to nominate representatives to develop a City Wide Risk Register to identify and prioritise issues (risks) which could affect achievement of the shared vision and priorities detailed in the SCS for Brighton & Hove.

The draft City Wide Risk Register was presented to PSB on 9th November 2011, based on risk scenarios prioritised according to Initial Scores (assessed by multiplying the initial likelihood of the event occurring and the potential impact if were to occur).

PSB approved the risk scenarios in the draft risk register and requested that the same "PSB risk group" members should develop a Risk Management Action Plan (a Risk MAP) to detail current mitigating controls and actions, and further "solutions" (work that is planned to be done) in order to better prioritise the risk scenarios by agreeing a Residual Risk Score and a Target Risk Score. This work was undertaken between January and March 2012.

The papers presented to PSB showed that to address many of the risks which affect achievement of the shared vision and priorities identified in the SCS will, like the time span to deliver the SCS itself, require a long term commitment and approach. However, the group suggested to PSB that there is much being done to reduce risk where possible, or to stop risk increasing beyond acceptable levels.

Specific risks are currently being taken to thematic partnerships to ensure that mitigating actions are in place wherever possible

OVERVIEW AND SCRUTINY COMMITTEE

Agenda Item 15

Brighton & Hove City Council

Subject:	Annual Update of the Council's Corporate Plan – Performance Report 2011/12		
Date of Meeting:	Policy & Resources Committee 12 th July 2012 Full Council 19 th July 2012 OSC 10th September 2012		
Report of:	Chief Executive		
Contact Officer:	Name:	Matthew Wragg	Tel: 29-3944
	Email:	matthew.wragg@brighton-hove.gov.uk	
Ward(s) affected:	All		

FOR GENERAL RELEASE

1. SUMMARY AND POLICY CONTEXT:

- 1.1 This report presents the first annual performance update on the Brighton & Hove City Council Corporate Plan 2011-15 (Appendix 1). The report was presented to Policy and Resources Committee and to Full Council in July 2012. The report follows to Overview and Scrutiny Committee for information and contains additional performance information that has since become available.
- 1.3 The Corporate Plan, like the City Performance Plan, is a key component in the council's Performance and Risk Management Framework. This ensures that the work of the council contributes toward achieving the shared vision for the city set out in the Sustainable Community Strategy.

2. RECOMMENDATIONS:

- 2.1 That the Committee note the progress made against the performance indicators (the 'Measures of Success') in the Corporate Plan, set out in Appendix 1.

3. RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS:

- 3.1 In October 2011 Full Council approved the council's Corporate Plan for 2011-15. The plan describes in summary the priorities of Brighton & Hove City Council as an organisation, providing clear context and direction for, principally, those who receive services from the council and those who work for and with the authority.

- 3.2 In previous years there have been certain statutory requirements which local authority corporate plans have been obliged to fulfil, based primarily on reporting and inspection of statutory performance monitoring. National Government has removed these requirements, giving greater flexibility over content. Most local authorities now produce a Corporate Plan aligned to National Government funding timescales.
- 3.3 The Corporate Plan is divided into two sections. Part One sets out the council's priorities and Part Two its operational approach, both for the period 2011-2015. There are five priorities and under each priority are the following:
- Outcomes: within each priority there are a set of outcomes the council is seeking to achieve over the lifetime of the plan.
 - Commitments: these are key actions being undertaken to achieve the outcomes and are updated annually.
 - Measures of success: these are performance indicators that will demonstrate if progress is being made towards the outcomes.
- 3.6 Following the discontinuation of the statutory National Indicator Set, performance indicators used for the Corporate Plan have been under review either nationally or locally, in terms of accuracy and availability of resources to collect data. It was acknowledged when the Corporate Plan was agreed that the indicators used would need to be reviewed each year to ensure relevance and robustness.
- 3.7 Therefore some of the indicators in the plan are still awaiting data while new collection processes are designed, or have been discontinued where it has not been possible to capture meaningful data. Moreover, with the discontinuation of the collection and management of performance data at a national level, comparative data is no longer available for some indicators. Relevant comparator data is included in the narrative for indicators where it is available.
- 3.8 The Corporate Plan, like the City Performance Plan (also on this Policy & Resources Committee agenda), is a key component in the council's own Performance and Risk Management Framework. This ensures that the work of the council and its employees contributes toward achieving the shared vision for the city set out in the Sustainable Community Strategy.
- 3.9 The component parts of the Performance and Risk Management Framework therefore are:
- Sustainable Community Strategy
 - City Performance Plan
 - BHCC Corporate Plan
 - Business Plans and Risk Register
 - Individual Performance Reviews (all staff)

- 3.10 The council's constitution requires that Full Council agree the Corporate Plan including any amendments during its duration.
- 3.11 The Corporate Plan is hosted as a live, interactive document on the council's website <http://corporateplan.brighton-hove.gov.uk/> Progress of the 2011/12 commitments, the new 2012/13 commitments and performance information will be reported on the Corporate Plan website following approval at Full Council in July.

4. COMMUNITY ENGAGEMENT AND CONSULTATION

- 4.1 The performance measures in this report demonstrate whether we are achieving the priorities set out in the Corporate Plan. Those priorities were developed in consultation with staff and senior managers from across the organisation as well as consultation with the political groups. The Corporate Plan website offers the opportunity for readers to comment on any aspect of the plan.

5. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 5.1 Monitoring progress against performance measures is a key element of the Performance and Risk Management Framework, any financial risks or resource requirements identified as a result will be considered in budget monitoring and future budget strategies.

Finance Officer Consulted: Anne Silley Date: 19/06/12

Legal Implications:

- 5.2 This annual performance report is for the Policy & Resources Committee to note and to refer to Full Council for approval, the process for which is consistent with the council's constitution

Lawyer Consulted: Name Oliver Dixon Date: 19/06/12

Equalities Implications:

- 5.3 'Tackling inequality', and so too increasing equality, is one of the five priorities of the Corporate Plan. This applies to the residents of the city and council employees and as such relevant equality indicators have been included under priority one 'Tackling inequality' and priority four 'A responsible and empowering employer'.

Sustainability Implications:

- 5.4 One Planet Living principles have been incorporated throughout the Plan, specifically in priority two 'Creating a more sustainable city', priority four 'A responsible and empowering employer' and priority five 'A council the city deserves'. Relevant indicators have been included under each of the priorities.

Crime & Disorder Implications:

- 5.5 Corporate Plan priority one, 'Tackling inequality', includes an outcome on cohesive and safe communities. Relevant indicators to measure progress against crime and safety have been included under this priority.

Risk and Opportunity Management Implications:

- 5.6 This Corporate Plan performance report is a key component in the council's Performance and Risk Management Framework. Monitoring progress against performance measures within the Plan helps to identify risk and opportunities for improvement, along with business planning processes and the City Performance Plan, in order to deliver the priorities.

Public Health Implications:

- 5.7 Reducing health inequalities and long standing public health issues in the city is one of the outcomes in Corporate Plan priority one, 'Tackling inequality'. As a large employer, the health and wellbeing of employees is also a key concern of the council, and is captured in the ten principles of our work to become a One Planet Living council.

Corporate / Citywide Implications:

- 5.8 The Corporate Plan performance report is a key component in the council's Performance and Risk Management Framework. Monitoring progress against performance measures in the plan, along with the annual Commitments, ensures that the council is working toward and making progress on its stated priorities and also toward achieving the shared vision for the city set out in the Sustainable Community Strategy.

6. EVALUATION OF ANY ALTERNATIVE OPTION(S):

- 6.1 This annual performance report is for the Policy & Resources Committee to note and to refer to Full Council for approval. The process is consistent with the council's agreed constitution.

7. REASONS FOR REPORT RECOMMENDATIONS

- 7.1 The report recommends that Policy & Resources Committee note progress against the performance measures. It was agreed at Full Council in October 2011 that a performance update on the Corporate Plan would be presented each year.

SUPPORTING DOCUMENTATION

Appendices:

1. Appendix 1 - BHCC Corporate Plan 2011-15: Annual Performance Indicator Report 2011/12

Documents in Members' Rooms

None

Background Documents

1. Brighton & Hove City Council Corporate Plan 2011-15, report to Full Council, 20 October 2011
2. Annual Update of the Council's Corporate Plan Commitments 2012/13, report to Policy & Resources Committee, 14 June 2012

Indicator	Unit	Target	Result	Status
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1. Priority One: Tackling Inequality

1.1. Outcome: Children and young people have the best start in life

1.1.1

Key Stage 2 Level 4+ (Gap in attainment for Special Educational Needs (SEN) pupils)	%	50	49.1	 AMBER
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There is no official target, so this is the SEN gap for England. The gap is between pupils with SEN and pupils with no SEN - lower is better.

1.1.2

Key Stage 2 Level 4+ (Gap in attainment for Free School Meals (FSM) pupils)	%	20	22.7	 GREEN
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There is no official target, so this is the FSM gap for England. The gap is between pupils with FSM and pupils not on FSM - lower is better.

1.1.3

Learners with Special Educational Needs (SEN) Gap as a % of 5+ A*- C grade GCSE including English & Maths	%	48	September 2012
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There is no official target, so this is the SEN gap for England. The gap is between pupils with SEN and pupils with no SEN - lower is better.

1.1.4

Learners eligible for Free School Meals (FSM) Gap as a % of 5+ A*- C grade GCSE including English & Maths	%	28	September 2012
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There is no official target, so this is the FSM gap for England. The gap is between pupils with FSM and pupils not on FSM - lower is better.

1.1.5

All our schools are judged good or outstanding by OFSTED	%	100	72	 AMBER
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Our aim is for all our schools to be judged good or outstanding and we accept that this is a very challenging and aspirational target. This result does not include the two academies since neither have had a full inspection yet. The Annual Report of Her Majesty's Chief Inspector of Education, Children's Services and Skills 2010/11 said that the most recent inspection judgments for all schools in England showed that 70% of schools were found to have been delivering a good or better standard of education. In Brighton and Hove most recent data shows that 72% of schools are judged to be good or outstanding at their last inspection, so whilst there is still much to be done, the city is above the national average.

Appendix 1 - BHCC Corporate Plan 2011-15: Annual Performance Indicator Report 2011/12

Indicator	Unit	Target	Result	Status
1.1.6 Reduction in the number of young people aged 16 – 18 who are Not in Employment Education or Training	%	9	7.9	 GREEN
City Performance Plan (CPP) Key Indicator				
The definition for 16 to 18 year olds who are not in education, employment or training was changed by the Government in April 2011. Despite the change and the subsequent difficulty in comparing like with like, the figures show significant improvement.				
We now measure the 'academic years of people who left school'; meaning that this indicator includes people aged 16-19. Previously it only measured ages 16-18. This has the effect of increasing the % of young people who are not in education, employment or training as more young people aged 18 and 19 are in that position compared to 16 and 17 year olds. The Department for Education provided a result for the city (adjusted to the new definition) for 2010/11 of 9.6%.				
1.1.7 Reduction in the number of first time entrants to the youth justice system	No.	Less than 123	87	 GREEN
CPP Key Indicator				
The result for 2011/12 is a significant improvement on previous years; the number of first time entrants in 2010/11 was 171, and in 2009/10 there were 251. Prevention activity has continued to reduce the numbers of young people entering the youth justice system. The introduction of the Community Resolution (out of court non-recorded police disposal) has also contributed to this reduction. End of year comparison data is not yet available. Targets have been agreed by the 'Safe In The City Partnership' and align with the priorities in the Community Safety Crime Reduction and Drug Strategy.				
1.1.8 Reduction in rate of youth reoffending	%	Not set	30.1	
Latest data is from 2009/10. The proportion of young people re-offending in Brighton & Hove is slightly better than for all England and Wales. The proportion has slightly increased due to the overall cohort reducing from 497 to 418 (a 16% reduction). There is no target set because the data supplied by the Ministry of Justice only became available for the first time at the end of October 2011.				
1.1.9 Increase in the number of young offenders in suitable education, training or employment	%	More than 51	65	 GREEN
This measure is no longer monitored nationally and comparator data is not available. Over half of young offenders who are aged over 16 are engaged in education, employment or training, with much of this organised through the Youth Offending Service Employment Project and specialist staff.				
1.1.10 Increase in stability of placements of Looked After Children	%	11	11.2	 AMBER
CPP Key Indicator				
This is an improvement on the previous year when 12.4% of children looked after had three moves or more. The national average for this indicator is 11% which is being used as our target.				

Appendix 1 - BHCC Corporate Plan 2011-15: Annual Performance Indicator Report 2011/12

Indicator	Unit	Target	Result	Status
1.1.11 Reduction in the rate of children who were the subject of a child protection plan per 10,000 children	No.	Not set	66	
Statistical neighbouring authorities average 47.3.				
1.1.12 Reduction in the rate of children in need per 10,000	No.	Not set	October 2012	
The 2011-12 result will be released by the Department for Education in October; the provisional result for Brighton & Hove is 402.6, a decrease on the 2010/11 result of 493.8. Statistical neighbouring authorities average 391.				
1.1.13 Increase in evidence based family intervention work to better support children at risk				
Work is progressing well to identify families who will receive additional support through work on Families in Multiple Disadvantage. This will address anti-social behaviour, exclusion and truancy, youth offending and parental worklessness. In 2012/13 we aim to work with 225 families.				
1.1.14 Increase in the number of care leavers in education, employment or training	%	Not set	60.3	
The provisional outturn figure for 2011/12 is 60.3%, a fall from 70.8% last year and slightly below the 2011 national average of 61%. The 3 year average (2009 to 2011) for this indicator is 71% which ranks Brighton and Hove joint 52nd out of 152 Local Authorities. This result is based on relatively small numbers; 35 care leavers in the year are in education, training or employment, out of a total cohort of 58.				
1.1.15 Proportion of children in poverty	%	Not set	22	
Latest child poverty data for Brighton & Hove from 2009 shows that 10,555 children and young people are raised in poverty. This represents 22% of the total population of children and young people under the age of twenty in the city. Brighton & Hove is roughly in line with the national England average for child poverty (20.9%) but significantly behind the South East regional average (14.5%). Portsmouth (24%) and Southampton (26.5%), nearby cities within the same region, have slightly higher levels.				
1.1.16a Reduction in the % of young people reporting misuse of alcohol	%	Not set	32	

Appendix 1 - BHCC Corporate Plan 2011-15: Annual Performance Indicator Report 2011/12

Indicator	Unit	Target	Result	Status
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In 2011, 32% of 3,704 secondary school pupils stated they drank alcohol in the last 7 days in the Safe at School survey.

1.1.16b

Reduction in the % of young people reporting misuse of drugs/volatile substances	%	Not set	25	
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A result is available from the 2011 Safe and Well at School survey showing 25.4% (609 of 2396 respondents) of Year 10 and 11 students (14 to 16 year olds) replied Yes to the question 'Have you ever taken drugs that were not prescribed for you or available at a chemist?' 82.3% of these respondents also replied 'yes' to the question 'Have you ever used Cannabis?'

1.1.17

Reduction in the number of under 18 conceptions per 1,000 15-17 year olds	No.	26.4	36.5	 RED
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The 2011/12 target of 26.4 was a statutory NHS Vital Signs target. There is no longer a statutory target; the local target aims to reduce the under 18 conception rate below the current rate of 36.5.

1.1.18

Increase in take up of Disability Living Allowance and Severe Disability Allowance by working age clients with children	No.	Not set	1,280 (2011)	
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The number of people in receipt of benefits who are disabled has reduced. In November 2010 there were 1,380 people and in November 2009 there were 1,360.

1.2. Outcome: Vulnerable adults supported to live healthy independent lives


1.2.1

Increase in the proportion of people taking up self-direct support	%	45	63	 GREEN
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CPP Key Indicator


This is a significant increase in the percentage of social care clients being offered self directed support. We are required by the Department of Health to offer self directed support to 100% of social care clients by 2013/14.

1.2.2

Increase in the percentage of people receiving Supporting People services who have established or are maintaining independent living	%	68	74.6	 GREEN
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This is a positive result. More people receiving Supporting People services have established or maintained independent living over 2011/12; the result in 2010/11 was 72%.

Appendix 1 - BHCC Corporate Plan 2011-15: Annual Performance Indicator Report 2011/12


Indicator	Unit	Target	Result	Status
1.2.3 Increase in the number of carers receiving needs assessment or review and specific carers service or advice and information	%	34	41.7	 GREEN

This is a significant improvement on previous years and represents 1,407 people out of 3,374 clients in total receiving Community based services. The 2010/11 result was 35.7%.

1.2.4 **Reduction in the number of people living in fuel poverty (Indicator currently under review by National Government)**

A new indicator is in development nationally, once the definition has been agreed this measure will be reported in future.

1.3. Outcome: Decent, affordable, healthy housing


1.3.1 Increase in the number of council homes meeting Decent Homes Standard	%	88	88	 GREEN
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CPP Key Indicator

There has been consistent improvement in the number of council homes meeting the Standard. The target for 2012/13 is 95%, rising to 100% by December 2013.


1.3.2 Increase in the supply of ready to develop housing sites	No.	No set	921	
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921 sites were available for development during 2011/12.

1.3.3 10% of all new affordable housing meet wheelchair standard	%	10	22	 GREEN
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While this target has been significantly exceeded and is positive, the result is affected by the wider situation in house building. Of 58 new affordable homes available in the city in 2011/12, 13 were wheelchair accessible. The target for affordable housing as published in Brighton & Hove's Housing Strategy 2009-2014 is 230 per year (see City Performance Plan), with 23 of these being wheelchair accessible. This has been negatively affected by the overall drop in levels of home building caused by the international financial situation.

Appendix 1 - BHCC Corporate Plan 2011-15: Annual Performance Indicator Report 2011/12

Indicator	Unit	Target	Result	Status
1.3.4 153 empty homes brought back into use per year	No.	153	160	 GREEN

CPP Key Indicator


The target has been met and the final number of private sector dwellings returned into occupation may rise as data becomes available from other sources. This has historically been the case.

1.3.5

Increase in the energy efficiency of local authority owned homes	%	Not set	61	
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There has been a change in the way energy efficiency of homes is measured. The process is called Standard Assessment Process (SAP); this is now recorded by different methodology (2009 guidance) to fit in with the Energy Performance Certificate approach required by Government. Under the previous methodology, the 2011-12 result was 76.8, an improvement from 76.6 in 2010-11.

1.3.6

Increase in the number of households where homelessness was prevented due to casework by the council	No.	2200	2542	 GREEN
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Ongoing good performance, preventing significant numbers of households from becoming homeless. The result for the year is comparable to 2010/11 when homelessness was prevented for 2598 households, demonstrating the ongoing high demand in this area for the council and its partners. The target of 2200 was set in Brighton & Hove's Housing Strategy 2009-2014.

1.4. Outcome: Reduce health inequalities and long standing public health issues

1.4.1

Reduction in the number of alcohol-related hospital admissions per 100,000 population	No.	Not set	2,274.2	
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CPP Key Indicator

The number of alcohol related hospital admissions continues to rise; in 2010/11 the result was 2005. The forecast for 2012/13 is 2,665; this is a 2% decrease in the projected increase in alcohol related hospital admissions, based on the trajectory up to 2010/11. This forecast has been agreed by the Alcohol Programme Board.

1.4.2


Reduction in the rate of drug-related deaths	No.	Not set	August 2012	
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CPP Key Indicator

Drug related deaths vary significantly year on year. Since 2000 they have ranged from a high of 67 to a low of 38 per year. A three year average is used to address these variances.

A forecast by 'Public Health Intelligence' supposes a three year trend and a total of 114 deaths, an

Appendix 1 - BHCC Corporate Plan 2011-15: Annual Performance Indicator Report 2011/12

Indicator	Unit	Target	Result	Status
average of 38 per year; a figure at the lower end of the variances expected. Successful intervention work will further reduce this figure.				
1.4.3 % of adults leaving drug treatment who do so in a planned way	%	50	48	 AMBER

CPP Key Indicator

The measure for 'Drug related offending' is in development. This indicator has been included in its place to give further context to the work around drug misuse. Final data is not yet available so the result to December 2011 is shown. The target was set using national data as a reference point and was agreed by the 'Safe In The City Partnership' and align with the priorities in the Community Safety Crime Reduction and Drug Strategy.

1.4.4

Reduction in differences of life expectancy between communities

This indicator is in development nationally and will be added to the full set of measures once the definition has been clarified.

1.5. Outcome: Access to quality employment with wages that pay for a decent standard of living

1.5.1

Increase in the percentage of adults with learning disabilities known to the council in paid employment	%	Not set	September 2012
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Data will be provided by the Department of Health in September 2012.

1.5.2

Increase in the percentage of the population qualified to at least National Vocational Qualification (NVQ) Level 2, 3 and 4	%	Not set	Level 2 79.4% Level 3 54.9%
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Brighton & Hove level 2 and level 3 results show continuing improvement, although they are below the South East average on both measures (Level 2 82.4% / Level 3 58.4%) and below the national average on Level 2 at age 19 (81%). Targets are no longer set for these indicators. The Level 4 measure has been removed as the City Employment and Skills Plan shows very high comparative levels in Brighton and Hove, particularly related the numbers of former students at the Universities who stay on after graduation, and is not a priority. Level 4 achievement will still be monitored for changes.

Appendix 1 - BHCC Corporate Plan 2011-15: Annual Performance Indicator Report 2011/12


Indicator	Unit	Target	Result	Status
1.5.3 Increase in the percentage of adults receiving secondary mental health services who are in paid employment, self-employment or supported employment	%	Not set	September 2012	

Data for this indicator will be released by the Department of Health in September 2012.

1.6. Outcome: Culture and leisure opportunities for all

1.6.1 Increase in the percentage of the adult population that has engaged in the arts at least three times in the past 12 months	%	Not set	November 2012	
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This will be measured by the City Tracker Survey in November 2012.¹

1.6.2 Increase in adult participation in sport and active recreation	%	More than 23.2	25.2	 GREEN
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The 2010/11 result was 23.2%. The latest result is not a statistically significant difference and does not necessarily indicate an increase in participation. This indicator is measured by Sport England's Taking Part survey.

1.6.3 Increase in the percentage of the adult population who have attended a museum at least once in the last 12 months	%	Not set	November 2012	
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This will be measured by the City Tracker Survey in November 2012.


1.7. Outcome: Cohesive and safe communities

1.7.1 Increase in the percentage of people who believe that people from different backgrounds get on well together in their local area	%	Not set	November 2012	
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¹ The City Tracker Survey is being collected for the first time in 2012. The methodology for collecting this survey is different to previous surveys so is not directly comparable. Consequently, 2012 data will be used as a baseline and targets have not been set for the City Tracker Survey indicators.

Appendix 1 - BHCC Corporate Plan 2011-15: Annual Performance Indicator Report 2011/12

Indicator	Unit	Target	Result	Status
CPP Key Indicator				
This will be measured by the City Tracker Survey in November 2012.				
1.7.2				
Increase in the percentage of people who think that not treating one another with respect and consideration is a problem in their area	%	Not set	November 2012	
This will be measured by the City Tracker Survey in November 2012.				
1.7.3				
Increase in the percentage of people feeling safe in the daytime and after dark in their local area	%	Not set	November 2012	
CPP Key Indicator				
This will be measured by the City Tracker Survey in November 2012.				
1.7.4				
Percentage of finalised Domestic Violence (DV) prosecutions resulting in a conviction	%	72	78.3	 GREEN
This indicator replaces the proposed indicator, 'Reduction in levels of domestic violence' to align with existing reporting. This result is an improvement on 2010/11 when 66.6% of DV prosecutions resulted in convictions.				
1.7.5				
Reduction in racist and religiously motivated hate incidents and crimes	No.	550	Awaiting data	
CPP Key Indicator				
The overall aim is to reduce crimes and incidents. However, work to increase reporting remains a priority. Increased reporting could therefore, indicate increased trust and confidence or an actual increase in the numbers of crimes and incidents. New data gathering and analytical arrangements which include police recorded crimes are in development.				
1.7.6				
Reduction in disability motivated hate incidents and crimes	No.	60	31	 AMBER
CPP Key Indicator				
The aim is to increase access to and confidence in reporting of disability hate crime, while reducing its underlying occurrence. In 2009/10, 16 cases were reported and in 2010/11 this rose to 33. The increased target of 60 was set as a result of the development and launch of Disability Hate Incident Report Forms and related training. This is being taken forward through the Disability Hate Steering Group to review the area and strengthen the effectiveness of the work to increase reporting.				

Indicator	Unit	Target	Result	Status
1.7.7 % of LGBT hate crime prosecutions that result in conviction	%	80	84	 GREEN

CPP Key indicator

The result of 84% represents twenty five prosecutions for LGBT hate crime, of which twenty one led to conviction.

2. Priority Two: Creating a More Sustainable City

2.1. Outcome: A strong and low carbon economy

2.1.1

Reduction in the percentage of the working age population claiming out of work benefits	%	Not set	12.4
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The overall proportion of people in Brighton & Hove claiming out of work benefits is 12.4% (latest data compiled November 2011). This compares to South East 8.6% and Great Britain at 12.2%. Brighton & Hove's figures are now much closer to national totals, dropping from a high of 13.6% in 2009 (Office of National Statistics).

2.1.2

Increase in the number of new business registration for VAT per 10,000 resident population aged 16 years old and over	No.	Not set	80
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This indicates the potential growth of numbers of businesses in the city. The data is time-lagged, with the latest from 2010. In 2008 there were 74.5 and in 2009 there were 69. The latest figure represents an improvement.

2.1.3

Growth in number of digital media businesses (employee growth)	%	Not set	25
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Latest data is time lagged and refers to 2009-10. During this time there was a 25% employee growth in the digital media sector.

2.1.4

Increase the number of tourism businesses that have green accreditation	No.	Not set	6
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This relates to the Green Tourism Business Scheme which rates tourism businesses across a set of criteria, covering a range of areas including: energy and water efficiency, waste management, biodiversity and others.

2.1.5

Increase conference income	£ million	Not set	58
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Appendix 1 - BHCC Corporate Plan 2011-15: Annual Performance Indicator Report 2011/12

Indicator	Unit	Target	Result	Status
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Income to the city from conferences has increased substantially. In 2010, the estimated benefits from conferences secured by the Convention Bureau for the City for future years was £38m (which included confirmation of one political conference taking place in 2012); a significant increase from £19m secured in 2009. In 2011, the Convention Bureau secured conference business for the City which will bring economic benefit of £58m in future years. This includes two political party conferences which will be hosted by the Brighton Centre. From January to June 2012, the Convention Bureau has already confirmed 17 conference bookings, with an estimated benefit of £55m in future years, which includes a 6 year deal for UNISON. This reflects the work that has taken place at the Brighton Centre, re-establishing it as a major venue for conferences.

2.1.6

Reduction in Carbon Dioxide emissions per capita	Tonnes	4.55	September 2012	
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CPP Key Indicator

2009 data showed that per capita carbon dioxide emissions had reduced by 15.6% to 4.8t per capita since 2005, short of the 16% reduction target. The cumulative target for the year is 4.55t per capita - a 20% reduction on the 2005 baseline. Data is time lagged and for 2010 should be available during September 2012.

2.1.7

Inward investment enquiries to the city	No.	Not set	5,404	
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This is a proxy measure to replace 'Increase the number of businesses relocating to the city.' Data does not show businesses relocating to the city since business data is generally anonymised.

Enquiries are currently showing a positive trend as follows:

2009 = 4,267 inward investment enquiries;

2010 = 4,397 inward investment enquiries (+3% on 2009);

2011 = 5,404 inward investment enquiries (+27% on 2009);

2012 to June = 2,711 (up on the 2011 by +21 for these two quarters, up 13% on the first 2 quarters of 2009)


2.2. Outcome: A fair balance between the needs of pedestrians and cyclists, public transport users and motorists

2.2.1

Increase in the number of cycle trips	No.		No data	
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A new baseline using data from automatic counters is being calculated. Provisional results will be available early in 2013/14.

2.2.2

Increase in cycle parking across the city	No. of stands	More than 2268	2647	 GREEN
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Facilities for cycle parking are increasing as planned in the city. 379 more stands were installed during 2011/12. The result shows the total number of stands in the city.

Appendix 1 - BHCC Corporate Plan 2011-15: Annual Performance Indicator Report 2011/12

Indicator	Unit	Target	Result	Status
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2.2.3

Increase in bus patronage originating in the local authority area

No. per million

43.75

43



AMBER

Brighton and Hove is one of the best performing authorities in terms of bus passenger journeys. The 'Transport Strategy' department of the council proposes a target of an average increase of 800,000 passenger journeys per year. While this result falls short of that target it is still an increase on previous years. The target for 2012/13 is 44.55m.

2.2.4

Increase in the percentage of bus services running on time

%

91

89



AMBER

Performance has reduced from 91% in 2010/11 and is largely due to delays caused by extensive road works being carried out by utilities, affecting infrequent services more seriously. Frequent services which are measured by how late they are show an average of 42 seconds late; this has not changed since last year and is largely credited to frequency improvements on key routes.

2.2.5

Reduction in airborne particulate (PM10) levels in local authority area

Micrograms per cubic metre ($\mu\text{g}/\text{m}^3$)

40

27.4



GREEN

During 2011, PM10 (Particulate Matter with aerodynamic diameter less than ten microns) has been monitored at the roadside of Beaconsfield Road adjacent to the A23. An eleven month average was recorded from the second week of February to the end of December equal to 27.4 $\mu\text{g}/\text{m}^3$. This compares to an annual average limit of 40 $\mu\text{g}/\text{m}^3$. In this period, there were 15 daily average greater than 50 $\mu\text{g}/\text{m}^3$. Equivalent to 20 days for the full year which compares to an allowed number of 35 days for the calendar year.

2.2.6

Reduction in Carbon Dioxide emissions in the local authority area (attributed to transport)

Kilo tonnes

306

September 2012

Data for this indicator is time-lagged and will be available in September 2012. The target is based on estimated reductions necessary to meet carbon dioxide emissions per capita reduction targets. 317kt of carbon dioxide emissions were estimated to be attributed to transport in 2009.

2.2.7

Reduction in the number of adults and children killed or seriously injured in road traffic incidents

No.

146

172

CPP Key Indicator

6 people were killed, and 168 people seriously injured in road traffic accidents during the calendar year 2011. 146 is the number of people forecast to be killed or seriously injured in road traffic accidents in Brighton and Hove in 2011/12. It is important to note that this is a forecast and not a target, and is calculated using methodology provided by the Department for Transport.

Appendix 1 - BHCC Corporate Plan 2011-15: Annual Performance Indicator Report 2011/12


Indicator	Unit	Target	Result	Status
2.2.8 A higher proportion of access to employment by public transport	%	Not set	99 (2010)	
<p>Latest data from the Department of Transport indicate that the city has excellent levels of access to significant employment locations, based on journey times by public transport. This indicator shows the percentage of people who can travel to a place of employment within 20 minutes either by public transport or by walking. A place of employment is defined as being a part of the city with 500 jobs or more located there.</p>				
2.2.9 Reduction in nitrogen dioxide levels in local authority area				
<p>As part of the Local Transport Plan 2, four designated sites in the city have been monitored for Nitrogen Dioxide. According to information collected from these sites, Nitrogen Dioxide levels have not improved in the city and are higher than they were in 2005. Continuous analysers have been installed in Lewes Road and North Street, with the information from these proposed to be used as an indicator for this area in the future. The first year of complete data will be available in March 2013.</p>				
2.3. Outcome: A low waste city				
2.3.1 Decrease of residual waste per household	kg	Not set	581.3	
<p>CPP Key Indicator This result is provisional, subject to sign off by Department for Environment, Food and Rural Affairs (DEFRA). No target is set for this year however the BHCC waste strategy sets out a 2012/13 target of 602kg. Current results show this indicator is on track to meet this target.</p>				
2.3.2 Increase in the percentage of household waste sent for reuse, recycling and composting	%	Not set	28	
<p>CPP Key Indicator This result is provisional, subject to sign off by Defra. No target is set for this year however the BHCC waste strategy sets out a 2012/13 target of 32% of household waste sent for reuse, recycling and composting.</p>				
2.3.3 Decrease in the percentage of municipal waste landfilled	%	Not set	26.8	
<p>This result is provisional, subject to sign off by Defra. No target is set for this year however the BHCC waste strategy sets out a 2012/13 target of 11.6% of municipal waste sent to landfill.</p>				

Indicator	Unit	Target	Result	Status
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2.4. Outcome: A healthier and higher quality built environment


2.4.1				
Consistent high level of user satisfaction of council parks	%	Not set	November 2012	

This will be measured by the City Tracker Survey in November 2012.

2.4.2				
Reduction in the number of conservation areas at risk	No.	5	5	 AMBER

This result has remained unchanged since the current criteria to assess conservation areas was introduced in 2010. There were originally six areas at risk, but Stanmer conservation area now falls within the responsibility of the South Downs National Park Authority.

The five conservation areas at risk are Benfield Barn, East Cliff, Queens Park, Sackville Gardens, and Valley Gardens.


2.4.3				
Reduction in the number of listed buildings at risk	No.	14	13	 GREEN

When the register was first compiled in 2008 there were 22 buildings at risk, the trend has been gradually downwards despite the recession. Three buildings were removed from the register last year and two were added, giving a net reduction of one. The three removed were:


- 38 Brunswick Street East (rear of 14 Brunswick Square), Hove
- The former coach station office at the rear of the Royal York Hotel, Pool Valley, Brighton
- 16 Ship Street, Brighton

The two added were:

- Saltdean Lido
- 43 Russell Square, Brighton


2.4.4				
Increase in the number of allotment plots available	No.	2818	2934	 GREEN

This shows an increase of 116 allotment plots in the city during 2011/12.

2.4.5				
Reduction in the number of residents awaiting an allotment plot	No.	1714	2071	 RED

Demand for allotment plots in the city is high. The number of residents awaiting an allotment plot has risen during 2011/12 by 357.

Appendix 1 - BHCC Corporate Plan 2011-15: Annual Performance Indicator Report 2011/12

Indicator	Unit	Target	Result	Status
2.4.6				
Increase in the proportion of approved planning applications for new build (residential) development committing to high standards of environmental design	%	Not set	See text	
<p>The mechanisms available in planning to influence this outcome are determined by current local and national policy. There is information available on applications committing to meet the Code for Sustainable Homes levels 3, 4 and 5 for the period July 2011 to March 2012.</p> <p>Over this period, 100% of approved applications for new build homes committed to meet markers (steps towards target) set in the Government's roadmap towards zero carbon homes in 2016. The baseline marker set for the period 2011-2013 is Code level 3. Half of these applications committed to achieving this marker. The other half committed to levels above the marker as this is recommended by local policy, with 12% of these committing to Code level 5, which equates to zero carbon and complies with targets set for 2016.</p>				
2.4.7				
Enforcement notices regarding appearance of sites/buildings	No.	Not set	32	
<p>Currently, the council is able to issue an enforceable notice under Section 215 of the Town and Country Planning Act 1990, requiring the owner or occupier to improve the condition of the land or building.</p> <p>A total of thirty two notices were issued over 2011/12. The number of notices served has increased from eleven the previous year, and reflects the targeted pro-active work being carried out to improve the condition and appearance of properties.</p> <p>This is a proxy measure to replace 'Reduction in complaints regarding appearance of sites/buildings'</p>				
2.5. Outcome: Protection and enhancement of the city's natural environment				
2.5.1				
Maintain the condition of the city's two Sites of Special Scientific Interest (SSSI)	No.	2	2	 GREEN
<p>The city's two SSSIs, Brighton to Newhaven Cliffs, and Castle Hill near Woodingdean, both meet the Government's Public Service Agreement targets and are in favourable condition.</p>				
2.5.2				
Improvement in groundwater status			Poor	
<p>Groundwater status is assessed according to both quality and quantity of groundwater.</p> <p>The groundwater for Brighton and Hove currently fails to meet the set criteria for quantity. This is due to overall water use being high and specifically two water company abstractions being investigated for potential environmental impacts within the national Restoring Sustainable Abstraction (RSA) programme. Actions to take forward are ensuring people are aware where their water comes from and the impacts this can cause, as well as keeping work on track for the RSA programme.</p> <p>The current status of quality is 'good' but it is flagged as 'at risk'. Quality is at risk due to increasing trends in use of pesticides and nitrates used in farming and also due to also highway, municipal & domestic pesticide use & leaking sewers. Actions to take forward are to be engaged with catchment groups where land management practice can impact water supply, and ensuring urban diffuse pollution sources are tackled.</p>				

Indicator	Unit	Target	Result	Status
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3. Priority Three: Engaging People Who Live and Work in the City

3.1. Outcome: A council that is easy to contact and demonstrates that it listens to residents

3.1.1

Increase in customer satisfaction levels with the council	%	Not set	66	
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This result has been taken from the City Tracker Survey conducted in May 2012. This is a baseline result and is not directly comparable to previous surveys conducted in 2008. The next result will be captured by the City Tracker Survey in November 2012.

3.2. Outcome: Improved collaboration between the council and communities

3.2.1

Increase in percentage of people who feel that they belong to their local neighbourhood	%	Not set	November 2012	
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This will be measured by the City Tracker survey in November 2012.

3.2.2

Increase in percentage of people participating in decision making groups that affect their area	%	Not set	November 2012	
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This will be measured by the City Tracker survey in November 2012.

3.3. Outcome: Improved council engagement with businesses

3.3.1

Increase in number of businesses represented and involved in council and city planning and decision making

Businesses are represented in 12 of the 14 city's partnerships. The only partnerships they are not represented at are the City Inclusion partnership and the City Engagement partnership.

Indicator	Unit	Target	Result	Status
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3.4. Outcome: A more open and transparent council

3.4.1

Increase in the number of e-petitions submitted to council	No.	25	45	 GREEN
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The Council's e-petition scheme has proved to be an effective engagement tool in 2011/12 with 45 e-petitions being submitted and considered by Full Council or a relevant decision-making body.

3.4.2

Increase in webcast views of council and cabinet meetings	No.	12,000	12,845	 GREEN
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The web casting of meetings has been reduced for 2012/13 to 3 committees from 4 but it is intended to explore other on-line engagement mechanisms so that the overall figures remain in line with those for 2011/12.

3.4.3

Increase in the number of public questions and deputations to Council and Cabinet meetings	No.	35	33	 AMBER
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The number of public questions and deputations submitted to the Council and meetings varies depending on the nature of the issues, however with the introduction of the committee system it is anticipated that these will rise for 2012/13.

3.4.4


Increase in the percentage of people who feel they can influence decisions in their locality	%	Not set	November 2012	
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This will be measured by the City Tracker Survey in November 2012.

4. Priority Four: A Responsible and Empowering Employer




4.1 Outcome: A responsible and empowering employer

4.1.1

Decrease in percentage of employees responding that they have experienced discrimination or harassment or bullying in the last 12 months	%	Less than 15	18	 RED
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The 2011 result shows an increase of 3% more than the 15% result of the Staff Survey in 2009 and is based on the number of staff who completed the survey.

Appendix 1 - BHCC Corporate Plan 2011-15: Annual Performance Indicator Report 2011/12

Indicator	Unit	Target	Result	Status
4.1.2 Increase in percentage of employees who declare that they have a disability as a percentage of the total workforce (not including schools)	%	6	5	 AMBER
OHR indicator The current target will be reviewed in line with 2011 Census data when available in November 2012.				
4.1.3 Increase in percentage of employees who declare that they are from an ethnic minority as a percentage of the total workforce (not including schools)	%	5.49	5	 AMBER
OHR indicator The current target will be reviewed in line with 2011 Census data when available in November 2012.				
4.1.4 Decrease in number of working days/shifts lost due to sickness absence (not including schools)	No.	10	9.13	 GREEN
OHR indicator This is an improvement against the 2010/11 result of 10.38.				
4.1.5 Increase in the number of staff receiving Individual Performance Reviews (IPR)	%	Not set	75	
2009/10 Staff Survey reported 73% of staff who completed the survey had received an IPR.				
4.1.6 Increase in staff who would tell others the council is a good employer	%	Not set	58	
Data for an overall staff satisfaction measure is unavailable through the Staff Survey. This has been replaced with a proxy indicator 'How much do you agree or disagree with the following: I would tell others the council is a good employer?' The 2011 Staff Survey reported that 58% strongly agree or agree, 31% neutrality, 11% disagree or strongly disagree.				

Indicator	Unit	Target	Result	Status
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5. Priority Five: A Council the City Deserves - Our Programme for Change

5.1. Outcome: Excellent customer service

5.1.1

Reduction in customer repeat contact as they need only tell us once

We are currently unable to collect the information required for this measure. A Customer Experience Management system is being purchased and will be rolled out across the council. This will allow us to collect the information, beginning with the first service areas by the end of the 2012/13 financial year.

5.1.2

A consistent customer experience for common transactions

We are currently unable to collect the information required for this measure. The introduction of improved customer contact systems, such as website, telephone and the Customer Experience Management system, will allow us to collect the information, beginning with the first service areas by the end of the 2012/13 financial year.

5.1.3

Quicker turnaround time of customer transactions

We are currently unable to collect the information required for this measure. The introduction of improved customer contact systems, such as website, telephone and the Customer Experience Management system, will allow us to collect the information, beginning with the first service areas by the end of the 2012/13 financial year.

5.2. Outcome: An efficient and effective council

5.2.1

Increase in the proportion of staff working under new workstyle arrangements

No.

450

450



GREEN

5.2.2

Achieve a 'desk to people' ratio of 7:10 (full time employees)

Ratio

7:10

7:10



GREEN

5.2.3

Reduction in office accommodation by 30%

%


30

35



GREEN

Appendix 1 - BHCC Corporate Plan 2011-15: Annual Performance Indicator Report 2011/12

Indicator	Unit	Target	Result	Status
5.2.4 Reduction in the council's Carbon Dioxide emissions (from its operations)	Kilo tonnes	37,182	38,034	 AMBER

The accuracy of our carbon footprint improves year on year and this means additional data is captured to reveal a more accurate picture. Despite this, the latest data indicates that we have seen a 2% reduction in emissions between 2010/11 and 2011/12. In April 2012 the council set carbon budgets to provide accountability in carbon emissions in 2012/13 and a 4% reduction target has been set for housing, schools, corporate buildings, street lighting, fleet fuel and work-related travel. Going forward, One Planet principles will underpin our future strategy to reduce carbon emissions from local authority operations. For our buildings we are starting feasibility work on developing a detailed zero carbon programme, this plan will be in place within 3 years. Note: the 2010/11 result has been recalculated in line with improved methodologies, and has been restated to 38,731 tonnes.

5.2.5 Reduction in the annual cost of council business travel	£ Million	Lower than 2.02	1.8	 GREEN
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The result for 2011/12 was £1.8 million, a 10.7% reduction on the 2010/11 spend of £2.02 million. A principle reason for the reduction could be related to the changes that have been made to improve the accuracy of the reporting. The total value of claims that are categorised as 'Unknown Mode' has significantly decreased as we could be more confident on which items should be included within the analysis. Also, fewer private vehicle miles were claimed and fewer train journeys were undertaken contributing in sizeable spend reductions.

5.2.6 **Reduction in waste produced from council operations**

The council's corporate commercial waste contract does not currently weigh individual bins across the council buildings so we are unable to determine an accurate level of waste produced during 2011/12. However the council is negotiating an extension to the contract and as part of this the contractor has agreed to put weighing equipment on their vehicles. They will collect weighing data so that it can be monitored and improvements put in place to ensure waste reduction and recycling targets can be met as part of our One Planet Living council work. The first full performance data including baseline information will be available for 2013/14.

5.3. Outcome: Value for money

5.3.1 Achievement of our value for money saving targets	£ Million	7.752	7.529	 GREEN
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Indicator	Unit	Target	Result	Status
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6. Corporate Plan Indicators under review

When the Corporate Plan was published it included a suite of indicators to measure progress against its priorities and the outcomes. This section includes those indicators from the plan which require either further work to capture relevant data or the collection of data has ceased and is therefore no longer available.

Priority One: Tackling Inequality

Outcome: Children and young people have the best start in life

1.1.19

Increase in the number of young people in out of school activities

Responsibility for Out of School Activities has been transferred to schools and the data is no longer collected by the council.

Outcome: Vulnerable adults supported to live healthy independent lives

1.2.5

Increase in the percentage of people supported to live independently through social services

This indicator has been discontinued and is no longer collected.

Outcome: Access to quality employment with wages that pay for a decent standard of living

1.5.4

Increase in the take-up of formal childcare by low income working families	%	Not set	20.9
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Increasing access to affordable & accessible childcare is a key priority in the Child Poverty Commissioning Strategy. The proportion of families benefiting from the Childcare element of family tax credits was 20.9% when last measured in August 2009, compared to 16.3% (South East) and 17.4% (England). This data is no longer collected nationally.

Priority Two: Creating a More Sustainable City

Outcome: A strong and low carbon economy

2.1.8

Increase in the percentage of small businesses showing a year on year increase in number of employees

Data for small businesses is not available at a sufficiently detailed level to measure this indicator. Further work will be done to establish relevant data for this sector.

Indicator	Unit	Target	Result	Status
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2.1.9

Growth of the environmental industries sector

Work is ongoing to develop this indicator. The data that is available in this area is limited since companies do not fall into clearly defined categories. For example, there is a trend towards 'green branding' by some companies that may result in these being counted in the indicator, while not delivering the environmental benefits hoped for. A revised definition focusing on stock meeting accreditation standards in use of resources (i.e. energy, water, carbon) is being developed.

Outcome: Dignified and decent treatment of animals

2.6.1

Continue to meet the standards for the control system for animal health

East Sussex collected this information on behalf of Brighton and Hove but as the requirement to collect it was stopped with the ending of the National Indicator set, it has stopped being collected.

Priority Three: Engaging People Who Live and Work in the City

None

Priority Four: A Responsible and Empowering Employer

None

Priority Five: A Council the City Deserves – Our Programme for Change

Outcome: An efficient and effective council

5.2.7

Decrease in the number of separate software applications

Further work will be done to establish relevant data for this indicator.

OVERVIEW AND SCRUTINY COMMITTEE

Agenda Item 16

Brighton & Hove City Council

Subject:	City Performance Plan 2011/12 Report		
Date of Meeting:	Policy and Resources – 12 th July Council 19 th July 2012 OSC 10th September 2012		
Report of:	Strategic Director, Resources		
Contact Officer:	Name:	Paula Black	Tel: 29-1740
	Email:	paula.black@brighton-hove.gov.uk	
Key Decision:	No		
Ward(s) affected:	All		

FOR GENERAL RELEASE

1. SUMMARY AND POLICY CONTEXT:

- 1.1 In July 2011 Cabinet approved the new Performance and Risk Management Framework for the City Council and this was subsequently also agreed by the Public Service Board (PSB), where the City Performance Plan was adopted as the performance management tool for the PSB. This report provides the first annual report on the City Performance Plan (CPP).
- 1.2 The CPP moves away from being indicator driven towards reporting progress on city outcomes. The report outlines: current activity, future activity, and barriers for each outcome and associated priority area. The accompanying indicator report provides measures on selected key indicators in each outcome area in order to offer additional performance information in assessing progress.
- 1.3 A named responsible officer within the City Council or partner organisation and accountable Strategic Director, are identified for each section within the CPP. This is in order to identify clear local accountabilities now that Central Government requirements have changed and much accountability has been devolved to the local area, in line with the Localism agenda.
- 1.4 This report presents the first annual performance update on the CPP. The report was presented to Policy and Resources Committee and to Full Council in July 2012. The report follows to Overview and Scrutiny Committee for information and contains additional performance information that has since become available.
- 1.5 There are two appendices to this report:
 - The CPP Headline Performance Indicators report in **Appendix 1** contains information on key indicators selected from each priority area.
 - The City Performance Plan annual progress report in **Appendix 2** provides performance and progress information on the first full year of the CPP. It also identifies future activity and potential barriers to progress. Note that responsibility for outcomes and priorities are shared across partner organisations.

2. RECOMMENDATIONS:

- 2.1 That Committee notes the areas of good progress made in the City Performance Plan (CPP) progress report in Appendix 2 and the Performance Indicators Headline report Appendix 1.
- 2.2 That Committee notes the future activity, but also barriers outlined in the CPP report Appendix 2 in areas of concern.

3. RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS:

3.1 Performance and Risk Management Framework

- 3.1.1 The component parts of the Performance and Risk Management Framework (PRMF) are:

- Sustainable Community Strategy
- City Performance Plan
- BHCC Corporate Plan
- Business Plans and Risk Register
- Individual Performance Reviews (all staff)

- 3.1.2 **City Performance Plan:** This plan reports on how the city is doing in terms of achieving its key objectives. Previously, the Local Area Agreement (LAA) was used as a tool to measure performance on city issues. Following the abolition of the LAA the council and its partners have taken the opportunity to create a new much more localised and outcome driven performance plan. The new City Performance Plan is led by the priorities and outcomes defined in the Sustainable Community Strategy (SCS) which was refreshed in 2010. There is no financial reward attached to the City Performance Plan. The Strategic Partnership is not required to report progress against the plan to Government.

Targets for relevant indicators in the CPP were set with responsible officers, thematic partnerships and partner organisations and agreed by Cabinet in January 2012.

3.2 Key Performance Issues in the City Performance Plan

- 3.2.1 A range of indicators underpin the outcomes in the CPP. Key headline indicators have been selected from these and are shown in Appendix 1 Headline Performance Indicators report. The more detailed and comprehensive set will be reported to, and discussed with, thematic partnerships whose responsibility it is to oversee their areas within the Sustainable Community Strategy and the CPP.

3.2.2 Progress has been made in the following areas:

The number in brackets refers to the progress update reference shown in Appendix 2.

(1.1.3) Improving the visitor economy: there is a time lag in the data which relates to 2010 and shows £718m visitor spend in the city despite the prevailing economic conditions. Proxy measures available from Visit Brighton and enquiry numbers at the visitor centre indicate performance for 2011 is up on 2010.

(1.2.3) A strong conference economy: both enquiries and bookings are up on last year and partial refurbishment of the Brighton Centre has been completed.

(1.3.1) Educational attainment: there has been an improvement of 3.5% in the proportion of students achieving 5+ A*-C grades at CGSE. Also in this section, people Not in Education or Employment (NEETs) have reduced in the city. The NEET rate has reduced to 7.9% compared to 9.6% last year. However, when broader employment figures are taken into account, this remains an area of concern and is outlined more fully in 3.2.3 below.

(1.5.1) Maintain and improve our reputation as a leading cultural city: significant activities including major purchases such as the Turner watercolour of the Chain Pier; increased visitor numbers to the city; the Brighton Marathon; Pride; the Childrens' Festival; Burning the clocks; and many more supported events. The Brighton Festival 2012 broke previous records for advance ticket sales.

(2.1.1) Reduced alcohol misuse and alcohol related disorder: This is the result of one of the pilots for Intelligent Commissioning: the proxy indicator used to measure this (police recorded injury assaults) is at 1,552 incidents down on last year (1,881) and better than target reflecting the success of the significant activities across the four domains of work arising from the pilot:

1. Addressing the Drinking Culture
2. Availability of Alcohol
3. Night Time Economy
4. Early Identification, Treatment and Care

Significant national challenges remain in this particular area (see 3.2.3 below). Commissioning plans and risk registers will need to take account of these wherever possible.

(2.3.1) First time entrants to the youth justice system aged 10-17: the results here are significantly better than previous years and target.

(2.5.1) Persistent and prolific offenders (PPOs): offending by PPOs in 2010/11 has reduced, with a drop of 22% against the projected result.

(3.1.2) A key part of the helping people to live healthy lifestyles work is the national child measurement programme (NCMP) which monitors the prevalence of overweight and obesity in children in Reception Year (4-5 year olds) and children in Year 6 (10-11 year olds). The past four years have seen a sustained (though not statistically significant) fall in obesity and overweight levels in Year 6 children while levels in Reception Year children have remained stable.

(3.3.2) % Social care clients receiving self-directed support has significantly increased during 2011/12 to 63% of clients.

(3.3.4) Delayed transfers of care: these are down to single figures from 41 in 2007/08 and 26 in 2010/11.

(5.2.3) Decent homes: we have met the 2011/12 target of 88% of council homes meeting the Decent Homes Standard.

(5.2.4) Bringing empty properties back into use: this has met the target of 153 homes in year. However, funding is not available in 2012/13 to continue the programme, so the situation for this year is unclear.

(5.3.4) Supporting people: 72% of service users in short-term services being supported to move on in a planned way and 99% long term service users either sustaining or improving their independence.

(6.1.1-6.1.4) The City's Climate Change Strategy was adopted by Brighton & Hove Strategic Partnership (BHSP) in December 2011 and approved by the Public Service Board a month earlier. The strategy provides a framework to bring together and build on the range of city commitments and policies already in place, to focus effort and work over the next 4 years and beyond: to become a low carbon city, adapting well to climate change.

(6.1.2) Brighton & Hove community, voluntary, private and public sector groups have developed partnerships to work on projects that contribute to reducing carbon emissions and adapting to climate change. Brighton & Hove 10:10, Brighton Energy Co-operative, the Low Carbon Trust and Brighton Peace and Environment Centre, working with community partners, were successful in winning £250,000 in government funds under the Local Energy Assessment Fund for projects delivered successfully by 31 March 2012.

3.2.3 Areas for possible concern:

Whilst progress has been made on key activities some issues remain of concern to the city. This is generally because broader social and economic factors are impacting upon the city, despite the positive work which is on-going.

Youth Employment and Not in Education, Employment or Training (NEETs):

- There has been a large reduction in the percentage of NEETs in the city compared to the previous year (from 9.6% to 7.9%) as shown in the section above, but this remains an area of considerable challenge. The definition of this measure has changed as of April 2011; previously people were included on their actual age up to their 19th birthday, however they are now counted by academic year group rather than actual age. Therefore, some young people who left compulsory education in 2009/10 will turn 19 this year and will still be counted in this indicator. More young people aged 18 and 19 are NEET compared to 16 and 17 year olds so this will tend to raise the result. Comparative figures are: South East 5.5% and all England 6.1%. The additional older NEETs may be more difficult to help than their younger counterparts (see 1.3.1 appendix 2).
- This NEET category is part of a wider group of young unemployed people. For context, the overall proportion of people in Brighton & Hove claiming out of work benefits is 12.4% (latest data November 2011). This compares to South East 8.6% and Great Britain at 12.2%. Trends

amongst 18-24 year olds show a significant increase from the beginning of 2012. Whilst the rate for 18-24 year olds who have been unemployed for over a year is below the regional and national figure, from January 2012 when it stood at 0.2% it has risen to 0.4% in March. For those out of work for between 6 months-1 year, the rate also increased from January 2012 to 1% in March. The graphs of unemployment rates for 18-24 year olds do appear to mirror the 'double dip' recession profile.

Housing:

- Work to prevent homelessness and rough sleeping: 37 rough sleepers were recorded in Nov 2011, increasing from 14 at the same point the previous year. While the work to prevent homelessness in the city continues to help significant numbers of households, barriers to future progress are evident. The numbers of rough sleepers around the country are rising, and the changes to the Local Housing Allowance are expected to impact on housing affordability for those receiving benefits (see 5.3.3).
- Pressures on availability of housing in the city. The supply of affordable rented accommodation in the city is significantly off track, due to the economic downturn and consequent lack of new house building (see 5.1.1).

Alcohol:

- The number of people admitted to hospital for alcohol related reasons continues to rise. Projections for the coming year are based on lowering the rate of increase. There is significant activity in the city, led by the Partnership's Alcohol Programme Board, to address the issues around alcohol misuse and alcohol-related disorder (see 2.1.1) but many of the problems faced by the city relate to national challenges and embedded social norms.

4. COMMUNITY ENGAGEMENT AND CONSULTATION

- 4.1 Each thematic partnership was responsible for contributing and confirming the outcomes and indicators for their relevant parts of the City Performance Plan. In addition, BHCC Lead Commissioners and Heads of Delivery were given opportunity to contribute and clarify the outcomes and indicators relevant to their responsibilities. Discussion was also held with the Third Sector Reference Group for Intelligent Commissioning and the three political groups within the council. The outline Plan was also discussed at the Overview and Scrutiny Commission.
- 4.2 Data for each area in the report has been provided by the responsible officer.

5. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 5.1 The City Performance Plan is part of Performance & Risk Management Framework and enables progress against targets to be reviewed with strategic partners. It supports the identification of all potential financial impacts of risks which can then be reflected in medium term financial plans and future budget strategies for the Council and partners.

Finance Officer Consulted: Anne Silley

Date: 21/05/12

Legal Implications:

- 5.2 There are no legal implications arising from this report. Council agreed in October 2011 that the City Performance Plan would be one of the Plans and Strategies to be approved by full council and therefore the annual plan is required to be approved by full council.

Lawyer consulted:

Elizabeth Culbert

Date: 15/05/12

Equalities Implications:

- 5.3 An underlying principle of the city performance plan is that it focuses on the significant issues for the city, some of which are about tackling the inequality experienced by of our residents.

Sustainability Implications:

- 5.4 The City Sustainability Partnership contributed to the sustainability outcomes and indicators for inclusion in the City Performance Plan. These are most notable in the section 'Living within Environmental Limits'. However, as reported in the Sustainable Community Strategy sustainability issues are embedded across the strategy's priorities and as such are reported across various parts of the City Performance Plan i.e. transport and the economy.

Crime & Disorder Implications:

- 5.5 The City Performance Plan includes a specific section on outcomes and indicators for crime and disorder. These have been suggested and confirmed with the Crime and Disorder Reduction Partnership.

Risk and Opportunity Management Implications:

- 5.6 Accompanying the City Performance Plan a city risk register has been developed.

Corporate / Citywide Implications:

- 5.7 The City Performance Plan is a partnership document. It is owned by, and the responsibility of, the Local Strategic Partnership and the Public Service Board. Therefore, CPP progress reports have implications for all public sector partners in the city.

6. EVALUATION OF ANY ALTERNATIVE OPTION(S):

- 6.1 Through consultation with CMT and SLB the proposed Performance and Risk Management Framework was deemed to be the most suitable model. This was agreed by Cabinet and the Public Service Board.

6.2 Possible alternative options to developing the City Performance Plan included not developing a plan. This was deemed unsafe and unwise by the PSB.

7. REASONS FOR REPORT RECOMMENDATIONS

7.1 The council needs to ensure that it has a robust performance and risk management framework that meets the needs of the new structure and model of working.

7.2 The reports contain performance information upon which the recommendations are based.

SUPPORTING DOCUMENTATION

Appendices:

1. City Performance Plan 2011/12 annual report
2. The CPP annual Performance Indicators headline report

Documents in Members' Rooms

None

Background Documents

None

Indicator	Unit	Target	Result	Status
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Economic Partnership (Accountable Director: Geoff Raw)

CPP 1.1				
Improve the visitor economy	£	732m (2010 target)	718m (2010 data)	AMBER

Data is time lagged, this is 2010 data.

The visitor economy shows marginal growth (based on occupancy rates from 2011). Increased visitor figures, a buoyant conference market and resilient day trip market suppose a 2% year on year growth for 2011.

The forecasts are estimates based on:

- visitor trips and visitor spending at a regional/county level derived from national survey sources (county/City)
- local supply data on accommodation, attractions and other factors specific to the City
- the use of information derived from business surveys in England to estimate full time equivalent and actual jobs generated by visitor spending in the area

(see Appendix 2 ref 1.2.3)

Safe in the City Partnership (Accountable Director: Charlie Stewart)

CPP 2.1				
Police recorded total crime	No.	23,330 (-3%)	23,668	AMBER

This is a positive result and close to target, with a positive trend year on year in the city. Total crime levels have decreased from 24,421 in 2009/10 and 24,052 in 2010/11. Targets have been agreed by the 'Safe In The City Partnership' and align with the priorities of the Community Safety Crime Reduction and Drug Strategy. (see Appendix 2 ref 2. Reducing Crime & Improving Safety)

CPP 2.2				
Police recorded assaults with minor injury (proxy for alcohol related crime)	No.	1,787 (-5%)	1,552	GREEN

This is a significant improvement on the 2010/11 result of 1,881, a 17% decrease, and continues a downward trend in this measure. Proactive work by the Safe in the City Partnership with licensed premises in the city is driving this improvement. Targets have been agreed by the 'Safe In The City Partnership' and align with the priorities in the Community Safety Crime Reduction and Drug Strategy. (see Appendix 2 ref 2.1.1)

CPP 2.3				
Number of drug related deaths	No.	Not set	Awaiting data	

Drug related deaths vary significantly year on year. Since 2000 they have ranged from a high of 67 to a low of 38 per year. A three year average is used to address these variances.


A forecast by 'Public Health Intelligence' supposes a three year trend and a total of 114 deaths, an

2011-12 City Performance Plan - Appendix 1 Headline Performance Indicators

Indicator	Unit	Target	Result	Status
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average of 38 per year; a figure at the lower end of the variances expected. Successful intervention work will further reduce this figure. (see Appendix 2 ref 2.1.2)

CPP 2.4

Percentage of adults leaving drug treatment who do so as a planned exit	%	50	48	 AMBER
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The measure for 'Drug related offending' is in development. This indicator has been included in its place to give further context to the work around drug misuse. Final data is not yet available so the result to December 2011 is shown. The target was set using national data as a reference point and was agreed by the 'Safe In The City Partnership' and align with the priorities in the Community Safety Crime Reduction and Drug Strategy. (see Appendix 2 ref 2.1.2)

CPP 2.5

First time entrants to the Youth Justice System aged 10-17	No.	Less than 123	87	 GREEN
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The result for 2011/12 is a significant improvement on previous years; the number of first time entrants in 2010/11 was 171, and in 2009/10 there were 251.

Prevention activity has continued to reduce the numbers of young people entering the youth justice system. The introduction of the Community Resolution (out of court non-recorded police disposal) has also contributed to this reduction. (see Appendix 2 ref 2. Reducing Crime & Improving Safety)

CPP 2.6

% of domestic violence victims seen at the Multi-Agency Risk Assessment Conference (MARAC) who are repeat cases	%	28%	27%	 AMBER
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A higher percentage of repeat domestic violence victims have been seen at MARAC; in 2010/11 it was 23%, in 2009/10 it was 17%. (see Appendix 2 ref 2.4.1)

CPP 2.7

Number of racist and religiously motivated hate incidents and crimes	No.	550	Awaiting data	
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The overall aim is to reduce crimes and incidents. However, work to increase reporting remains a priority. Increased reporting could therefore indicate increased trust and confidence or an actual increase in the numbers of crimes and incidents. New data gathering and analytical arrangements which include police recorded crimes, are in development. (see Appendix 2 ref 2.2.2)

CPP 2.8

No of disability motivated hate incidents and crimes	No.	60	31	 AMBER
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2011-12 City Performance Plan - Appendix 1 Headline Performance Indicators

Indicator	Unit	Target	Result	Status
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The aim is to increase access to and confidence in reporting of disability hate crime, while reducing its underlying occurrence. In 2009/10, 16 cases were reported and in 2010/11 this rose to 33. The increased target of 60 was set as a result of the development and launch of Disability Hate Incident Report Forms and related training. This is being taken forward through the Disability Hate Steering Group to review the area and strengthen the effectiveness of the work to increase reporting. (see Appendix 2 ref 2.4.3)


CPP 2.9

% of LGBT hate crime prosecutions that result in conviction	%	80	84	 GREEN
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The result of 84% represents twenty five prosecutions for LGBT hate crime, of which twenty one led to conviction. (see Appendix 2 ref 2.4.3)


Children and Young People committee (Accountable Director: Terry Parkin)

CPP 3.1

Achievement of 5 or more A*- C grades at GCSE or equivalent including English and Maths	%	56	52.8	 RED
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Secondary schools in the city have agreed a target that overall performance against this measure should be in the top quartile of our statistical neighbours by 2014. To achieve this over the next three years, improvement will need to be in the region of 62-65%. (see Appendix 2 ref 1.3.1)


CPP 3.2

16 to 18 year olds who are not in education, employment or training	%	9	7.9	 GREEN
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The definition for 16 to 18 year olds who are not in education, employment or training (NEET) was changed by the Government in April 2011. Despite the change and the subsequent difficulty in comparing like with like, the figures show significant improvement.

We now measure the 'academic years of people who left school'; meaning that this indicator includes people aged 16-19. Previously it only measured ages 16-18. This has the effect of increasing the % NEET as more young people aged 18 and 19 are NEET compared to 16 and 17 year olds. The Department for Education provided a result for the city (adjusted to the new definition) for 2010/11 of 9.6%. (see Appendix 2 ref 1.3.1)

CPP 3.3

Stability of placements of looked after children: % of children with three or more placements	%	11	11.2	 AMBER
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2011-12 City Performance Plan - Appendix 1 Headline Performance Indicators

Indicator	Unit	Target	Result	Status
<p>This is an improvement on the previous year when 12.4% of children looked after had three moves or more. The national average for this indicator is 11% which is being used as our target. (see Appendix 2 ref 3.2.3)</p>				
<p>Healthy City Partnership (Accountable Director Terry Parkin with Tom Scanlon and Denise D'Souza)</p>				
<p>CPP 4.1</p>				
Alcohol related hospital admissions per 100,000 population	No.	Not set	2,274.2	
<p>The number of alcohol related hospital admissions continues to rise; in 2010/11 the result was 2005. The forecast for 2012/13 is 2,665; this is a 2% decrease in the projected increase in alcohol related hospital admissions, based on the trajectory up to 2010/11. This forecast has been agreed by the Alcohol Programme Board. (see Appendix 2 ref 2.1.1)</p>				
<p>CPP 4.2</p>				
Stopping smoking (4 week smoking quitters)	No.	2,350	Awaiting data	
<p>Final data for 2011/12 is not yet available as smoking quitters must be monitored at three months after leaving the programme to ensure they have stopped smoking. The result for 2010/11 was 1081. The 2011/12 forecast takes into account additional resources required to deliver this significant increase. (see Appendix 2 ref 3.1.2)</p>				
<p>CPP 4.3</p>				
Obesity in primary school age children in Reception - percentage of children measured this year who are obese	%	8.4	Awaiting data	
<p>Data will be available in August 2012. The target has been set in line with the previous NHS Vital Signs strategy. The result in 2010/11 was 8.2%. (see Appendix 2 ref 3.1.2)</p>				
<p>CPP 4.4</p>				
Obesity in primary school age children in Year 6 (10–11 years) -percentage of children measured this year who are obese	%	17.4	Awaiting data	
<p>Data will be available in August 2012. The target has been set in line with the previous NHS Vital Signs strategy. The result in 2010/11 was 15.2%. (see Appendix 2 ref 3.1.2)</p>				
<p>CPP 4.5</p>				
Reduction in the number of under 18 conceptions per 1000 15-17 year olds	No.	26.4	36.5	 RED

2011-12 City Performance Plan - Appendix 1 Headline Performance Indicators

Indicator	Unit	Target	Result	Status
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Target is taken from the NHS Vital Signs strategy (a 45% reduction from the baseline result of 48.1 in 1998). (see Appendix 2 ref 3.2.5)

CPP 4.6

Delayed transfers of care

No. 11 8


GREEN

The target of 11 for 2011/12 has been agreed by Brighton & Hove City Council and NHS Brighton and Hove, both engaged in reducing delayed transfers of care in the city. (see Appendix 2 ref 3.3.4)

CPP 4.7

% Social care clients receiving Self Directed Support

% 45 63


GREEN

This is a significant increase in the percentage of social care clients being offered self directed support. We are required by the Department of Health to offer self directed support to 100% of social care clients by 2013/14. (see Appendix 2 ref 3.2.2)

Strategic Housing Partnership (Accountable Director: Geoff Raw)

CPP 5.1

% council homes that meet the Decent Homes Standard

% 88 88.2


GREEN

There has been consistent improvement in the number of council homes meeting the Standard. The target for 2012/13 is 95%, rising to 100% by December 2013. (see Appendix 2 ref 5.2.3)

CPP 5.2

Private sector vacant dwellings returned into occupation or demolished

No. 153 160


GREEN

The target has been met, but the final number of private sector dwellings returned into occupation may rise as data becomes available from other sources. This has historically been the case. (see Appendix 2 ref 5.2.4)

CPP 5.3

Total households where homelessness was prevented by BHCC and partner agencies, through housing advice case work


No. 2,200 2,542


GREEN

This is ongoing good performance, preventing significant numbers of households from becoming homeless. The result for the year is comparable to 2010/11 when homelessness was prevented for 2598 households, demonstrating the ongoing high demand in this area for the council and its partners, Brighton Housing Trust and the Youth Advice Centre.

The target of 2200 was set in Brighton & Hove's Housing Strategy 2009-2014. (see Appendix 2 ref 5.3.3)

2011-12 City Performance Plan - Appendix 1 Headline Performance Indicators

Indicator	Unit	Target	Result	Status
CPP 5.4 Number of affordable homes delivered (gross)	No.	230	58	 RED

This target was published in Brighton & Hove's Housing Strategy 2009-2014; the result has been affected by the overall drop in levels of home building linked to the international financial situation. (see Appendix 2 ref 5.1.1)

Sustainability Partnership (Accountable Director: Geoff Raw)

CPP 6.1 Per capita reduction in CO2 emissions in the LA area	Tonnes	4.55 t per capita	September 2012
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2009 data showed that per capita carbon dioxide emissions had reduced by 15.6% to 4.8t per capita since 2005, which falls short of the 16% reduction target. The target of 4.55t per capita is a 20% reduction on the 2005 baseline. Data is time lagged and will be available in September 2012. (see Appendix 2 ref 6.1.1)


CPP 6.2 Residual household waste per household	kg	Not set	581.3
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This result is provisional, subject to sign off by Department for Environment, Food and Rural Affairs (DEFRA). No target is set for this year however the BHCC waste strategy sets out a 2012/13 target of 602kg. Current results show this indicator is on track to meet this target. (see Appendix 2 ref 6.3.1)

CPP 6.3 Percentage of household waste sent for reuse, recycling and composting	%	Not set	28
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This result is provisional, subject to sign off by Defra. No target is set for this year however the BHCC waste strategy sets out a 2012/13 target of 32% of household waste sent for reuse, recycling and composting. (see Appendix 2 ref 6.3.1)

Transport (Accountable Director: Geoff Raw)

CPP 7.1 Local bus passenger journeys originating in the authority area (millions)	No.	43.75m	43.0m	 AMBER
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Brighton and Hove is one of the best performing authorities in terms of bus passenger journeys. The

2011-12 City Performance Plan - Appendix 1 Headline Performance Indicators

Indicator	Unit	Target	Result	Status
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'Transport Strategy' department of the council proposes a target of an average increase of 800,000 passenger journeys per year. While this result falls short of that target it is still an increase on previous years. (see Appendix 2 ref 7.1.1)

CPP 7.2

Carbon Dioxide emissions in the local authority area (attributed to transport)

Kilo tonnes

306

September 2012

Data for this indicator is time-lagged and will be available in September 2012. The target is based on estimated reductions necessary to meet carbon dioxide emissions per capita reduction targets. 317kt of carbon dioxide emissions were estimated to be attributed to transport in 2009. (see Appendix 2 ref 7.1.1)

CPP 7.3

The number of people killed or seriously injured in road traffic accidents in the calendar year

No.

**146
(forecast)**

172

6 people were killed, and 168 people seriously injured in road traffic accidents during the calendar year 2011.

146 is the number of people forecast to be killed or seriously injured in road traffic accidents in Brighton and Hove in 2011/12. It is important to note that this is a forecast and not a target, and is calculated using methodology provided by the Department for Transport.

(see Appendix 2 ref 7.3.1)

Brighton & Hove City Council



Action Grouping Progress Report (11/12)



Filters used in the report:
- City Performance Plan

1. Promoting Enterprise and Learning

1.1 Sustain and grow the business base

Strategy: 1.1.1 Strong International Trade

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress update: Strong international trade	Cheryl Finella - Lead Economic Development Officer	Ongoing	01/04/2011	31/03/2012	
<p>ACTION PROGRESS COMMENTS</p> <p>Progress so far</p> <p>Officers from the council participated in the first Coast to Capital International Trade Conference which was held in Crawley on Tuesday 20th March. The event was targeted at organisations that currently provide business support and provided an opportunity to engage in discussion on how to encourage Small and Medium Enterprises (SME) to trade internationally. Research indicates that only 10% of businesses in the Local Enterprise Partnership (LEP) area actively export however they generate around £13.6bn which represents around 42% of the Coast to Capital GVA (Gross Value Added). Around 70 representatives from accountancy and legal firms, specialist providers, banks, chambers of commerce, trade bodies, UKTrade & Investment, universities, Gatwick Airport and local authorities attended the event which will help to inform the LEP policy for the wider promotion of international trade to businesses in the LEP.</p> <p>Accountable Strategic Director: Geoff Raw Last Updated - 09/05/2012</p>					

Strategy: 1.1.2 A Globally competitive creative and environmental industries sector

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress update: a globally competitive creative and environmental industries sector	Paula Murray - Head of Culture & Economy	Ongoing	01/04/2011	31/03/2012	
<p>ACTION PROGRESS COMMENTS</p> <p>Progress so far</p> <p>The Economic Development team brought together key business networks to plan a consultation event for the environmental industries. The consultation event was held on 8th February 2012 for environmental industry businesses, business networks and stakeholders to determine the most pressing challenges for taking forward the sector in Brighton & Hove. A number of priorities emerged which are now being reviewed by the working group. Main priorities which emerged:</p> <ul style="list-style-type: none"> • Create an independent umbrella organisation to showcase the sector, lobby for resources, respond to policy changes, bid for funding and act as the voice for the sector • Engage in targeted marketing to promote the sector and engage other non-environmental industry businesses in considering low carbon alternatives for their businesses • Commercial Food recycling pilots should be explored <p>Economic Development is continuing membership of the East Sussex Sustainable Business Partnership (see www.betre.org.uk). They are a delivery partner for the Low Carbon Essentials project, and EU funded scheme aimed at reducing waste, carbon emissions, energy and therefore cost base for local businesses.</p> <p>The BETRE (Business Excellence Through Resource Efficiency) scheme continues to provide SME's with advice on reducing energy costs and developing more sustainable business practices.</p> <p>Eco-Technology Show 15/ 16 June 2012 – this event will show case local businesses in the environmental industries and provide opportunities for business to business and business to customer trading. The event will include a conference attracting around 200 delegates, the focus will be on how smart technology can reduce carbon consumption and provide new business opportunities. The council is working with the organisers to ensure that local businesses and social enterprises are showcased; it is anticipated that this will be the first of what will become an annual event for the region.</p>					

Work to develop a website for the creative industries is ongoing; the merger of the Arts Commission with Creative Brighton has caused some delay to the work however there is agreement to develop the work under the new heading of the Arts and Creative Industries Commission

Accountable Strategic Director: Geoff Raw
Last Updated - 03/05/2012

Strategy: 1.1.3 A City that attracts visitors from the UK and near Europe

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress update: a city that attracts visitors from the UK and near Europe	Adam Bates - Head of Tourism & Venues	Ongoing	01/04/2011	31/03/2012	
<p>ACTION PROGRESS COMMENTS</p> <p>Progress update</p> <p>The latest economic impact assessment is from 2010. It shows an economic impact of £718m on the local economy and that it supported 18,154 jobs and 13,345 FTEs. This is a slight reduction on 2009 and is due largely to prevailing macro-economic conditions. It is also worth noting that in 2009 the city hosted a Party Political Autumn Conference which it did not in 2010.</p> <p>At the council Visitor Information centre, enquiries for the calendar year of 2011 are up 5.74% in comparison to the previous year, e mails are up 8.03%, footfall up 6.97% and agency/ticket sales up 6.64%.</p> <p>Accommodation occupancy is up across 11 of the 12 months - room occupancy achieved was: Jan 39.47%; Feb 51.7%; Mar 52.6%; Apr 73.42%; May 65.6%; Jun 76.2%; Jul 85.6%; Aug 82.73%; Sept 77.18%; Oct 62.99%; Nov 55.56% and Dec 49.49%.</p> <p>Activity on Visitbrighton.com has increased by 26% in 2011 compared to 2010, with more than 1.5million unique users, and 39 conferences have been secured by Visitbrighton in 2011, with an economic benefit of £58m.</p> <p>Accountable Strategic Director: Charlie Stewart Last Updated - 24/04/2012</p>					

Strategy: 1.1.4 Thriving Social enterprise sector

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress update: thriving social enterprise sector	Cheryl Finella - Lead Economic Development Officer	Ongoing	01/04/2011	31/03/2012	
<p>ACTION PROGRESS COMMENTS</p> <p>Progress so far</p> <p>The European Urban Network of Social Enterprises (Urban NOSE) project is now complete; Brighton & Hove participated in the majority of knowledge exchange visits, produced a local action plan and a member of the Brighton & Hove local support group won the Urban NOSE Award for the best social enterprise.</p> <p>A number of key partners delivering support to the sector have vastly reduced their operations during the past 12 months; the Economic Development team in the Council is helping to fill gaps in provision by scheduling a number of social enterprise training workshops to be delivered as part of Ride the Wave . The Ride the Wave 2012 programme of business support workshops and events has been commissioned and will include workshops designed to support fledgling and established social enterprises. The Chamber of Commerce will be devising the programmes based on the outcome of consultation with the local specialist social enterprise and not-for-profit networks to ensure that the sessions are relevant to the needs of the sector.</p>					

Opportunities to attract European and other funds to support the sector are being explored.

Accountable Strategic Director: Geoff Raw
Last Updated - 09/05/2012

1. Promoting Enterprise and Learning

1.2 Encourage Investment and Innovation

Strategy: 1.2.1 A reputation as a prime business location, place to invest and innovate

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress update: a reputation as a prime business location, place to invest and innovate	Cheryl Finella - Lead Economic Development Officer	Ongoing	01/04/2011	31/03/2012	

ACTION PROGRESS COMMENTS

Progress so far

Six inward investment and business retention enquiries have been received in the last 6 months of 2011-12; three inward investment enquiries are still live. One business retention enquiry is still live and has been completed with a local steel fabricator relocating to larger premises to accommodate their business expansion. 3 events have been attended to promote the city as a business location. The commercial property database managed by the city council has received 3,000 hits to the site from September 2011 to March 2012 which is common for the time period looking at past years trends. Business promotion material will be installed in the Brighton Centre.

Future work planned: Blocks J and K in the New England Quarter are due and programmed to start on site providing a further circa 60,000ft² of grade A office space; The Business Improvement District (BID) has been approved; the BID geographical area has been expanded to encompass Western Road, Preston Street, Montpellier to the west and East Street to the south along with parts of the Lanes, the North Laine and Churchill Square and projects are now being delivered by a newly appointed BID Manager.

The City Prospectus (see 1.2.4) will also contribute to this target by providing more comprehensive information for potential investors about the city's inward investment opportunities. A promotional video has been commissioned which was played in the foyer of the Brighton Centre at the Council of Europe conference in April 2012; the video is the pre-cursor to the City Prospectus providing a snap shot of the city and highlighting the cities key strengths as a business location.

The Economic Development team has contributed to the Coast to Capital LEP consultation on Foreign Direct Investment and will be signing up to a LEP wide protocol to maximise the benefits of its engagement with UKTI, ensuring that opportunities for investment across the LEP area are not lost to other regions.

Accountable Strategic Director: Geoff Raw
Last Updated - 09/05/2012

Strategy: 1.2.2 Encourage developer contributions toward employment and training

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress update: encourage developer contributions towards employment and training	Cheryl Finella - Lead Economic Development Officer	Ongoing	01/04/2011	31/03/2012	

ACTION PROGRESS COMMENTS

Progress so far

Developer Contributions Interim Technical Guidance has been approved by Environment Cabinet and will be used to ensure that developers make provision for local employment and training. Developer Contributions in the form of Employment and Training Strategies have been approved for 7 major developments.

Future work planned:

Development Contributions totalling £72,020 in the form of Section 106 planning agreements have been approved or requested from 7 major developments; contributions will be put towards training, job matching and support services for unemployed and underemployed residents seeking work in construction.

The Building Futures (BUFU) project is ongoing with 259 residents have received information advice and guidance sessions since the start of the project, 192 have taken part in construction taster sessions; 134 have achieved NVQ Level 1 in construction skills, 123 secured Construction Skills Certification Scheme (CSCS) cards to access site work, 45 gained work experience and 49 jobs have been secured through the City Council's Local Employment Scheme.

Accountable Strategic Director: Geoff Raw
Last Updated - 24/04/2012

Strategy: 1.2.3 A strong conference economy

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress update: a strong conference economy	Adam Bates - Head of Tourism & Venues	Ongoing	01/04/2011	31/03/2012	

ACTION PROGRESS COMMENTS

Progress so far
Refurbishment of the ground and 3rd floors of the Brighton Centre has been completed. This has resulted in increasing numbers of enquiries, client interest and bookings. Current new bookings which have confirmed as a direct result of the refurbishment include a meeting of European Ministers to the Parliamentary Assembly of the Council of Europe in April 2012, welcoming VIP's from 47 member nations and the Labour Party Conference in September 2013 which will attract over 8000 delegates. Negotiations are at an advanced stage to secure a 6 year deal with UNISON to host their national conference, which attracts 1500 delegates.

A total of 27 National and International conferences were held at the Brighton Centre covering 108 open days during 2011/12; an impressive increase on 2010/11 when 17 conferences were held, accounting for 74 open days.

Conference enquiries through the Conventions Bureau (CVB) are exceptionally buoyant. In 2011 the CVB has received and created bespoke proposals for 122 conference clients, a 15% year-on-year increase. Of these 32% have been converted into bookings. For the financial year 2012-13 we anticipate confirming conferences with a direct economic benefit of £50m, bringing in excess of 30,000 delegates.

In 2012 Brighton will host 30 conferences confirmed by the Convention Bureau. A further 20 significant conferences have been secured for the city to take place in 2013 and beyond.

Accountable Strategic Director: Geoff Raw
Last Updated - 24/04/2012

Strategy: 1.2.4 Promote job creation

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress update: Promote job creation	Cheryl Finella - Lead Economic Development Officer	Ongoing	01/04/2011	31/03/2012	

ACTION PROGRESS COMMENTS

Progress so far
A new three-year City Employment & Skills Plan (CESP) 2011-14 has been developed, which takes into account the socio-economic and policy changes that have occurred in the last few years and which will influence how actions are taken forward. Priorities include creation of at least 6,000 jobs by 2014 in order to maintain the city's current employment rate of 71.6%, and ensuring that local residents are equipped to compete for jobs in the city's labour market. See http://www.brighton-hove.gov.uk/downloads/bhcc/economicdevelopment/CESP_2011-2014.pdf

The City Employment & Skills Steering Group (CESSG) that drives the work is chaired by the Principal of City College and the membership of the group has been reconfigured to include a wider range of businesses and business networks. The Major Providers group (a sub-group of the CESSG) now includes the two prime contractors for the

Government's Work Programme along with their locally sub-contracted providers. The group meets to address service issues, reduce overlap and access current information on local issues; Jobcentre Plus is actively engaged in this group and provides local data to inform their work.

Progress on the work plan

The three areas identified as key priorities for the Plan's first year delivery remain ;

- The establishment of a one-stop shop for Apprenticeships – with support from the City council, City College has secured the lease on a shop front in Queens Road; the shop will operate as the Apprenticeship Training Agency for the city where local businesses will be able to post opportunities and where residents will be able to find out about and sign up for apprenticeship places. The centre will be launched at the end of April 2012

- To explore the development of an Ecotech business park – The CESSG submitted a response to the City Plan indicated a desire to secure employment space for an Eco-technology Park for the City; it is the first stage of progressing this aspiration and, if included in the final draft, will make it easier to secure the employment space needed to take the project forward. The City plan consultation feedback is being included in a revised City Plan which will go to Council Members in May; further consultation is planned in June/ July with final sign off of the document in 2013/14

- The creation of high-value added jobs to match the skills of the city's graduates . The key to securing additional jobs at graduate level is by supporting and growing the existing business base and attracting new business to the city. There are two strands of work underway:

- 1) Eco-Technology Show 15/ 16 June 2012 – this event will show case local businesses in the environmental industries and provide opportunities for business to business and business to customer trading. The event will include a conference attracting around 200 delegates, the focus will be on how smart technology can reduce carbon consumption and provide new business opportunities. The council is working with the organisers to ensure that local businesses and social enterprises are showcased; it is anticipated that this will be the first of what will become an annual event for the region.

- 2) City Prospectus – the prospectus will set out the city's business investment offer ; information on key sectors, the universities, key development sites and other investment opportunities will be housed on a new contemporary website making it easier for potential investors to understand how locating in Brighton & Hove will enhance their business. The website is due for launch in summer 2012.

Accountable Strategic Director: Geoff Raw

Last Updated - 03/05/2012

1. Promoting Enterprise and Learning

1.3 Culture of learning and training for people of all ages

Strategy: 1.3.1 Children and young people leave full-time education with the skills, qualifications and knowledge to secure employment, apprenticeship or to progress in their education

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress update: Children and young people leave full-time education with the skills, qualifications and knowledge to secure employment, apprenticeship or to progress in their education	Michael Nix - Partnership Adviser, Secondary, Colleges and Adult Learning	Ongoing	01/04/2011	31/03/2012	

ACTION PROGRESS COMMENTS

Progress so far

The proportion of students achieving 5+ A* - C grades including English and Maths at GCSE improved by 3.5% to 52.6% in 2011. Schools collectively predict that this could improve by around 5 ppts in 2012.

The annual NEET (not in employment, education or training) figure for local authority areas published by the Department for Education (DfE) is the average across Nov – Jan each year. The B&H figure for Nov 2011 – Jan 2012 was 7.9%, a small increase on the previous year's figure of 7.45%. This is largely accounted for by a change in the method of counting NEETs, which now includes young people up to the end of the academic year in which they become 19, whereas previously they ceased to be counted at their 19th birthday. 7.9% is well within the revised target of 9% which takes account of this change.

Developing appropriate provision for young people who are NEET, especially in vulnerable groups, is a key focus of the Council's Raising Participation Age (RPA) action plan, and the council has been successful in securing a second year of funding from the DfE to continue this work in 2012-13.

In January 2012, the Connected Hub was formed. The Hub provides a personalised learning programme for around 30 Year 11 students, including new arrivals in the city, those who have been educated at home, and those who are at serious risk of becoming disengaged from education.

Future work planned

The focus for securing school improvement and raising attainment has passed to the Secondary Schools Partnership (SSP) of the nine schools and academies. The SSP has set a target, supported by a joint action plan, of being in the upper quartile of statistical neighbours on this measure by 2014. This will require further improvement to at least 62% by that date.

The key focuses of the SSP action plan are on improving teaching and learning so that at least 80% of teaching in secondary schools across the city is good or outstanding, and on improving leadership and management at all levels. The aim is that all nine schools should be judged good or outstanding by 2014, and that this will be supported through collaborative support and peer challenge. A key milestone this year has been the Joint Practice Development Day on 27 February 2012, when staff from all nine schools and academies came together in subject groups for in service training, and planned joint work for the coming year.

The relationship between the local authority and the SSP is the subject of a Compact which is being negotiated. The SSP is also considering, in response to a recommendation of the Secondary Commission, entering into a legal Trust or Company arrangement, so that it is able to appoint staff and enter into contracts.

Accountable Strategic Director: Terry Parkin
Last Updated - 24/04/2012

Strategy: 1.3.2 Every child and young person has the opportunity to access excellent and inclusive child care and education

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress update: Every child and young person has the opportunity to access excellent and inclusive child care and education	Caroline Parker - Sure Start Service Manager	Ongoing	01/04/2011	31/03/2012	

ACTION PROGRESS COMMENTS

Progress so far:

The quality of childcare is very high in the city with 87% being judged good or outstanding by Ofsted, compared to 73% in England. This includes all council run nurseries, with 96% of 3 and 4 year olds in the city attending free, part time early learning.

In 2011/12, the council is funding 135 free childcare places for disadvantaged two year olds for 10 hours a week – a 31 place increase on the 104 funded in 2010/11.

Key Stage 1 and Key Stage 2

'Narrowing the gap'

In partnership with the teaching school, courses on effective strategies for closing the gap in educational attainment have been run for schools. A group of headteachers will work with the Standards and Achievement Team to ensure the data released by the Department for Education, and detailed analysis by the council is distributed to all headteachers. A pilot project with a group of schools is planned for the summer term 2012, 'every school good or outstanding'.

Key Stage 3 and Key Stage 4

The secondary schools are working in partnership to reach the challenging targets they have agreed around narrowing the gap. Most recently a 'joint practice development day' has brought teachers from across the city together to develop their practice further.

Future work planned

The Government has announced a statutory duty for local authorities to provide free childcare for all disadvantaged two year olds by September 2013 and 40% of two year olds from September 2014. Additional funding is available to increase the number of funded places to 199 places for 15 hours a week from September 2012, however the number will need to increase to 600 from September 2013 and funding arrangements for this are not yet clear.

The new Ofsted framework (launched in 2012) has raised the bar for schools. A range of workshops and training are being provided to support schools to understand this and help them to challenge and support each other. Further support is commissioned for schools in challenging circumstances and causing concern.

Accountable Strategic Director: Terry Parkin

Last Updated - 24/04/2012

Strategy: 1.3.3 Raise adult literacy, language and reading skill levels

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress update: Raise adult literacy, language and reading skill levels	Sally McMahon - Head of Libraries & Information Services	Ongoing	01/04/2011	31/03/2012	

ACTION PROGRESS COMMENTS

Progress so far:

Throughout the year, libraries have supported literacy, language and reading skills development across all ages through a range of provision. This includes core services such as lending books and encouraging reading development. It also includes a range of activities and events such as: running book groups; adult learning activities; author events; family history; Rare books events; writing workshops; support to adults with special needs; job seeker/career events.

Libraries were a supporter of City Reads last October, gifting the chosen book in different formats, running a series of community engagement activities like the Read Aloud groups and a special Book Group Event. Libraries have worked in partnership with New Writing South to deliver writers workshops.

World Book day on 1 March saw a range of events mainly for children and young people involving local authors and local schools.

For Children: Bookstart events; children's reading groups, writing groups and poetry groups; class visits; family learning events; pre-school visits; special school visits; Homework clubs; film events, and craft events; story time and summer reading challenge.

Over 33,000 children and 4,000 adults attended learning events run by Libraries in 2011-2012.

Accountable Strategic Director: Charlie Stewart

Last Updated - 24/04/2012

Strategy: 1.3.4 This is a digitally literate and accessible city

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress update: This is a digitally literate and accessible city	Sally McMahon - Head of Libraries & Information Services	Ongoing	01/04/2011	31/03/2012	

ACTION PROGRESS COMMENTS

Progress so far:

Libraries help increase digital literacy and enable more people, able to take advantage of the benefits of online access, to use the internet and access online services. Libraries provide free access to the Internet at all service points. Staff and volunteers support people using the internet and accessing online services. The latest initiative is Council Connect which is focussed on helping people access Council services online. Libraries also took part in 'Go On Give an Hour' campaign to get more people online across the country as part of the Government's Race Online initiative.

In 2011-2012, Libraries supported over 28,000 people to use the internet. This included:

- supporting 2,332 people seeking jobs
- 420 adults in 10 drop-in sessions
- 137 children in 12 school related sessions
- 364 adults attending 43 ICT course sessions
- 464 Silver surfers over 207 sessions

Accountable Strategic Director: Charlie Stewart

Last Updated - 24/04/2012

1. Promoting Enterprise and Learning

1.4 Reduce Child Poverty

Strategy: 1.4.1 Mitigate the impact of poverty on childrens life chances

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress update: Mitigate the impact of poverty on childrens life chances	Sarah Colombo - Childcare Strategy Manager	Ongoing	01/04/2011	31/03/2012	

ACTION PROGRESS COMMENTS

Progress so far

Child Poverty Needs Assessment completed June 11. The executive summary of this is available at http://www.bhlls.org/children_and_young_people/

Reducing Child Poverty Strategy Consultation Aug-Nov 11

Child Poverty Strategy Consultation Completed November 2011

Child Poverty Commissioning Strategy agreed by City Council and Local Strategic Partnership February 2012

Future work planned

Establish Child Poverty Task Group May 2012

Deliver baseline monitoring report to inaugural meeting of Task Group

Initiate work on actions within the Child Poverty Strategy May 2012

Potential barriers faced

Welfare benefit changes increasing family poverty

Economy remaining stagnant with diminished jobs market

Reductions in service provision impacting upon advice, housing, children's services etc.

Accountable Strategic Director: Terry Parkin / Charlie Stewart
Last Updated - 14/05/2012

Strategy: 1.4.2 Reduce the number of children living in poverty

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress update: Reduce the number of children living in poverty	Sarah Colombo - Childcare Strategy Manager	Ongoing	01/04/2011	31/03/2012	

ACTION PROGRESS COMMENTS

This long term target will be monitored by the Child Poverty Task Group

Accountable Strategic Director: Terry Parkin/ Charlie Stewart
Last Updated - 24/04/2012

1. Promoting Enterprise and Learning

1.5 Vibrant, socially and culturally diverse city

Strategy: 1.5.1 Maintain and improve our reputation as a leading cultural city

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress update: maintain and improve our reputation as a leading cultural city	Paula Murray - Head of Culture & Economy	Ongoing	01/04/2011	31/03/2012	

ACTION PROGRESS COMMENTS

Progress so far

The council and Brighton & Hove Arts & Creative Industries Commission continue to support and develop a full cultural offer year round for residents and visitors alike during the period October 2011 – March 2012. Notable highlights include:

The Royal Pavilion and Museum Services have been successful in gaining a significant amount of external funding: approximately £2.5m for the period 2012-15 through the Renaissance funding Programme and £100k from the Department of Culture Media and Sport/Wolfson Museums and Galleries Improvement Fund. The service has also been successful in two recent acquisitions; a Turner watercolour called The Chain Pier at Brighton (1824/5) which was purchased with funding from the heritage Lottery Fund, an award from the Art Fund and a donation from an anonymous Foundation Patron. The service has also purchased a unique and valuable collection of Roman coins due to another successful grant application to the Heritage Lottery Fund.

Visitor numbers across all sites in the museums service continue to rise during the year. There have been nearly 600,000 visits up until January of this year which is a significant increase of over 75,000 on the figures for the previous year. The programming content is the reason for this success; focussing on family friendly activity at Hove Museum, the successful exhibitions at Brighton Museum and Art Gallery such as Dress for Excess and the extent of national press and media coverage attracted by the Royal Pavilion in particular.

The last White Night festival took place in October 2011, organised and produced by the council in association with the Arts & Creative Industries Commission. It was the most successful yet with 24 new commissions/ world premieres and an audience of approximately 50,000.

Burning the Clocks took place in December. The event was able to go ahead through donations and sponsorship after the organisation's Arts Council England (ACE) grant was cut.

There were more than 40 free cultural events and activities in the city between December and February alone.

Blast Theory was successful in gaining a Culture 2007 bid for a new international project: the first Brighton based award from that stream for more than 10 years.

Lighthouse was selected to run the Short Films Fund by British Film Institute for the UK.

The Arts Commission changed its name to Arts & Creative Industries Commission in acknowledgment of the synergy and crossover of the sectors and the merger with Creative Brighton.

The Children's Festival led by Brighton & Hove Arts & Creative Industries Commission, the council and Komedia Productions took place from 6 to 15 April. The festival for under 11s took place over 10 days, 8000 opportunities to participate, 70% of which are free. Highlights include a special event for grandparents, the John Hegley closing event and Break the Spell. More information at <http://www.thechildrensfestival.co.uk/>

In June the council supported Brighton Japan Festival grew to become the largest annual festival of Japanese culture in the UK and attracts an audience of 12,000.

This was the first year of a ticketed Pride which achieved a paying audience of 30,000 plus thousands more enjoying the free parade. The festival is a significant tourist event. The council finds core costs, assists with the costs of infrastructure and provides ongoing support and advice.

The city was chosen to host an evening Torch Relay event as part of London 2012. This will be one of the highlights of a summer of Cultural Olympiad events in the city including Lone Twin's The Boat and Stories of the World at Brighton Museum.

The Brighton Festival has broken its previous records for advance ticket sales. The Brighton Fringe (formerly the Brighton Festival Fringe) is on track to be larger than ever and with a larger free programme. The Great Escape, the music industry conference and festival, is also larger than in previous years. The Artist Open Houses again present its curated programme of work. May 2012 is on course to be the busiest ever.

Accountable Strategic Director: Charlie Stewart

Last Updated - 24/04/2012

Strategy: 1.5.2 All residents have opportunities to engage and participate in the city's sport and cultural offer

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress update: All residents have opportunities to engage and participate in the city's sport and cultural offer	Ian Shurrock - Head of Sport and Leisure	Ongoing	01/04/2011	31/03/2012	

ACTION PROGRESS COMMENTS

Progress so far:

Active People Survey 5 results (October 2010-October 2011)

- 25.2 % of adults in Brighton & Hove take part in sport and physical active recreation compared to the national average of 21.8%
- 41.8%of adults however do no sport or active recreation at all.
- 62.5% of adult residents in Brighton & Hove want to start playing sport or do a bit more.
- 5.6% of adults residents are regular sports volunteers compared to the national average of 7.3%
- 24.7% are members of sports clubs compared to 23.3% nationally
- Most popular sports for adults are swimming, athletics, football and cycling

Joint Needs Assessment on Sport and Physical Activity and Strategy:

As part of the Sport and Physical Activity Strategy review, a Joint Needs Assessment on Sport and Physical Activity has been undertaken with 30 stakeholders interviewed, 75 clubs taking part in a sports club survey and 500 residents participating in a public survey on sport and physical activity in the city. The review is due for completion in the autumn. See <http://www.brighton-hove.gov.uk/index.cfm?request=b1000043>

Public consultation has also taken place on a 10 year Sports Facilities Plan for the city. Over 850 responses were received from members of the public and key stakeholders including sports clubs. The Facility plan has been agreed by Cabinet with recommendations including improvements specifically proposed for the Withdean Sports Complex.

Delivery of Programmes & Events

The Sports Development team delivered and supported over 100 activity programmes and events including TAKEPART, the Brighton & Hove Festival of Sport, the Brighton Marathon, Ping Pong by the Sea and White Nights Urban Golf. Over 30,000 people took part in total across these events.

The third Brighton Marathon took place on Sunday 15th April and built on the tremendous success of previous races. This year over 9000 runners took part watched by huge crowds bringing a substantial economic benefit to the city. In addition, there were a record number of young people taking part in the Mini Mile races with nearly 1800 running. As well as the sporting spectacle the Marathon raises funds for over 300 charities and over 17,000 visited the Marathon Exhibition held over two days in the Brighton Centre.

10,762 residents living in areas of higher deprivation attended sport and activity sessions delivered through the Active for Life programme. 100 events delivered healthy living and 78 different weekly sessions. Inclusion events delivered included: the Girls Getting Active events for young women, the Black and Minority Ethnic (BME) Women's Well Being events, the Older Peoples Olympics and a new initiative, The Street Games Festival to encourage young people to get more active.

8,000 participants took part in 648 healthwalks with 34% having one or more health conditions. 50 new walkers took part each month and 50 volunteers were trained. More than 3,000 young people enjoyed Sports Development activities during the school holidays, including 'Looked after Children' activity days and 700 young people participated in skate park activities. The Primary Schools Athletics Championships had 34 schools entered with 1200 children taking part and 368 pupils took part in the Indoor Athletics Competition for primary and secondary schools.

Free swimming for children aged 11 and under: during 2011-12 there were 39,310 free swims.

In addition, at the council's sports facilities including swimming pools, sports halls, health & fitness, and golf courses there were over 1.2 million attendances during 2011-2012.

Supporting the sustainability of our sports and activity clubs

10 capacity building training events were held to support local sports clubs.

Over 200 sports clubs and groups were supported and over 450 promoted through the Active For Life website and directory. 6,300 people each month viewed the website.

TAKEPART - Brighton & Hove Festival of Sport 2011 supported over 150 sports clubs and organisations to offer over 200 different activities for local residents.

Funding advice and support was given to clubs and groups of which 27 Clubs and individuals received funding support through the City Sport & Physical Activity Grant Scheme.

External funding of over £80,000 was drawn down to enhance activity provision in the City as well as funding for two outdoor table tennis tables were donated located in St Annes Well Gardens and Preston Park.

The Sports Development programmes are attracting adults that are inactive which is important to improve the health and well-being of the city. More than 250 volunteers supported Sport Development activities. Over 200 people attended the City Sport & Physical Activity Awards to pay tribute to volunteers who have made either an outstanding contribution to local community sport or an outstanding achievement while representing the city regionally, nationally and internationally at sport.

Total: over 60,000 people engaged in Sports Development activities in 2011-12.

Accountable Strategic Director: Charlie Stewart

Last Updated - 03/05/2012

Strategy: 1.5.3 Thriving arts and cultural businesses

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
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Progress update: thriving arts and cultural businesses	Paula Murray - Head of Culture & Economy	Ongoing	01/04/2011	31/03/2012
<p>ACTION PROGRESS COMMENTS</p> <p>Progress so far A new website for the creative and cultural industries is being developed; working with the Brighton and Hove Arts & Creative Industries Commission, the council is building a focal point for information on business support activity and networking opportunities and will support the partnership to develop further training and networking sessions directly.</p> <p>The council-led local music industry support initiative Made in Brighton has now met 3 times and has negotiated a partnership with the Great Escape that will profile the city's music businesses through branding, press campaign and a dedicated seminar event. The Great Escape (international music conference and showcase) is in its 7th consecutive year and is on course for 2000 delegates and 12,000 gig goers.</p> <p>The council and Arts & Creative Industries Commission are helping support the development of a film cluster in the city. In the first instance this will involve pulling together structured meetings across aspects of the cluster to identify shared goals and opportunities that will benefit all aspects of film culture/film industry.</p> <p>Future work planned Economic Development Officers are working with Wired Sussex in a partnership led by Medway County Council to secure Interreg funds to support a creative use of empty commercial space as a regeneration tool (CURE project). If successful this project will attract funds for the refurbishment of part of a floor in New England House which will act as a managed workspace where businesses in the digital sector will be encouraged to work collaboratively with businesses in the creative industries on projects and events. The fund will also support the use of vacant shop premises for creative industries providing much needed space for the sector and helping to mitigate the impact of retail closures that can cause blight to prime shopping areas.</p> <p>Accountable Strategic Director: Charlie Stewart Last Updated - 24/04/2012</p>				
<p>2. Reducing Crime & Improving Safety</p>				
<p>2.1 Root causes of crime are addressed</p>				
<p>Strategy: 2.1.1 Reduced alcohol misuse and alcohol-related disorder</p>				
<p>Action</p>				
<p>Responsibility</p>				
Progress Update: Reduced alcohol misuse and alcohol related-disorder	Tom Scanlon - Director of Public Health	Ongoing	01/04/2011	31/03/2012
<p>ACTION PROGRESS COMMENTS</p> <p>There is an Alcohol Strategy and Action Plan in place to tackle issues arising through alcohol use across the city. The strategy is managed by the Alcohol Programme Board (APB), which includes key partners within the City. The APB follows on from the Intelligent Commissioning Alcohol Pilot Project. The Alcohol Strategy is divided into four strategic domain groups; progress in each is outlined below. A national Alcohol Strategy is due to be published in March 2012. Appropriate recommendations will be implemented locally.</p> <p>Domain 1: Addressing the Drinking Culture</p> <p>Past performance: The 'Big Alcohol Debate' was carried out from October to December 2012 engaging the public on the issue of alcohol and developing insights within target groups to inform future policy. This involved:</p> <ul style="list-style-type: none"> • Pre-promotion in local media. • 2,000 paper surveys distributed to Libraries, Pharmacies and GPs. 				

- 20,000 response cards distributed across the city.
- 24-hour tweetathon at launch.
- Continued promotion through Twitter (#bhdrink) and local media.
- Beer mats with Quick Response (QR) code to link back to @bhdrink.
- Video pod at various locations.
- 15 in-depth focus groups held with local community groups.
- Production of a DVD and report.

Five key themes emerged from the big alcohol debate:

- Provide non-alcohol driven alternatives that will help local businesses.
- Alcohol is too available.
- Cheap offers encourage pre-loading and excessive drinking.
- Existing laws need to be enforced - i.e. not serving people who are drunk already.
- Education is required early to highlight the potential impacts of alcohol.

Future work planned:

- DVD featuring the results of the big alcohol debate is to be placed on YouTube and relevant website .
- Work with local business to offer help providing non alcohol driven alternatives , and highlight the financial opportunities that exist.
- The government is proposing a minimum price of 40p per unit of alcohol in England and Wales in an effort to "turn the tide" against binge drinking.
- Currently commissioning Crime Reduction Initiative (CRI) health promotion posts to train frontline staff and raise awareness .
- New sub-group of domain group one set up to explore ways forward and support healthy schools team.

Domain 2: 'Availability of Alcohol'

Past performance:

Licensing density and diversity is managed by licensing policy. This is being reviewed to introduce a method for more consistent decisions to restrict the sale of alcohol, and to expand the cumulative impact-zone in the city. The Treasury was lobbied for amending pricing by way of differential value added tax (VAT).

Future work planned:

Planning officers' advice has been sought on planning policy changes to reclassify and restrict off-licensing. These are being considered in a city wide plan and potential lobbying for integration of relevant council policies (Commercial Landlord, Planning Authority, and Licensing Authority) is being explored.

Barriers to future performance:

VAT change is impeded by Euro-law constraint of alcohol tax system. The Government deregulatory 'cutting red tape challenge' will not support greater regulation.

Domain 3: Night Time Economy

Past performance:

- Work has continued with the council's events team , in ensuring that public events take every opportunity to promote activities and behaviours which are not centred on binge drinking.
- The 'Cardiff Model' (data sharing between Emergency Departments and Crime and Disorder Reduction Partnerships) has been successfully implemented, and police now have monthly access to the Accident and Emergency (A&E) services assault data, which is used to encourage and enforce licensing capabilities.

- Businesses are making positive steps towards providing consistent business responsibility via their Inn-Credible scheme, which has now been nationally endorsed by Best-Bar-None (the UK's national awards scheme for best practice in the licensed trade).
- There has been a focus on reducing assaults within licensed premises, which has contributed to reducing assault with injuries by 20% across the City.
- Taxi Marshal and Safe Space funding has been secured until next spring.
- Operation Marble, which includes effective tone-setting during the early part of the evening followed by proportionate levels of engagement by officers, continues to evolve and will have impacted on assault reductions.
- Police staff contributed to the Big Alcohol Debate activities, which included operational tweets to illustrate the issues which arise.

Future work planned:

- Ongoing work planned with the local authority for future public events.
- Evaluation outcomes derived from the Cardiff Model have been circulated.
- Efforts continue to achieve more with off licence retailers, and it is hoped that sustained responsible management will impact on all areas of alcohol-related harm.
- Terms of reference are being agreed for Metropolitan Police to visit and learn from good practice from Operation Marble, which will also present opportunities to learn from them.

Barriers to future performance:

- There are financial pressures and limitations to campaigns. National challenges are presented by the affordability of alcohol and embedded social norms.
- There are ongoing debates around current business pressures including the late night levy.
- Associated rising trend in counterfeit/smuggled alcohol.
- Sustainable solutions still need to be found via the APB and joint-commissioning process for continued funding in priority areas.

Domain 4: Early Identification, Treatment and Aftercare

Past performance:

There has been a focus on:

- Improving training for staff responsible for identification and screening of alcohol problems, in particular the new alcohol Local Enhanced Service for primary care.
- The evaluation of two current pilot "Frequent Flier" alcohol outreach posts in the RSC Hospital and local hostels.

Future Work Planned

- There are a number of initiatives under development to ensure that the right 'Early Identification', 'Treatment' and 'Aftercare' services are in place. These are:
- Establishment of a low cost transition service for 18-25 years olds, in recognition of local and national evidence that this age group frequently experiences alcohol (and cannabis) related problems, but is reluctant to approach opiate-orientated adult services.
 - Funding of hostel alcohol nurse for a further year given excellent outcomes of pilot.
 - Funding of frequent flier worker for a further year given excellent outcomes of pilot.
 - Continued funding of Safe Space and consideration given to expanding this in the future. Safe Space gives free help to people (clubbers etc.) at night who are incapable of looking after themselves, with the intention of sending them home safely.
 - Continued funding of Taxi Marshall allocation.
 - Continued funding of LGBT support worker given potential need in this community.
 - Funding of an additional health promotion advisor post to provide alcohol specific advice, brief information and screening training to frontline workers.
 - Restructure of community brief intervention service to focus on the provision of more intensive support via extended brief interventions.
 - Development of 'Health Trainers' for service users who have successfully completed treatment to provide support to prevent relapse and encourage reintegration into the community.

Barriers to future performance
Funding for Safe Space has been identified as an issue. Current funding levels are inadequate to ensure that it opens every weekend, and alternative funding sources are being sought. Plans to expand the service so that fewer people attend A&E are potentially very promising, but funding for this expansion has not yet been confirmed.

Accountable Strategic Director: Charlie Stewart
Last Updated - 11/05/2012

Strategy: 2.1.2 Reduced drug misuse and drug-related offending

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress update: Reduced drug misuse and drug-related offending.	Kate Lawson - Health Promotion Lead Manager	Ongoing	01/04/2011	31/03/2012	

ACTION PROGRESS COMMENTS

Progress So Far:

Nationally, the number of young people reporting drug use has fallen and locally the numbers in drug treatment with the specialist drug service 'ru-ok?' have reduced. A drugs and alcohol policy has been agreed for all nine secondary schools and a programme has been launched for Personal Health and Social Education classes in schools (PHSE). Improvements have been made in screening and referral of vulnerable young people via Accident & Emergency (A&E), Child and Adolescent Mental Health Services (CAMHS), hostels and social care.

The number of adults in effective treatment has reduced, reflecting a national trend. Significant improvements have been made in encouraging access and engagement, following the establishment of satellites services, with a new care pathway and care-co-ordination model, which includes a single comprehensive assessment on demand and the allocation of a single worker throughout the treatment journey. The estimated number of 'local opiate and crack users not known to the treatment system' reduced by 8% in 2010-11.

The number of people successfully completing treatment has remained lower than the national average and the number of people re-presenting for treatment higher. Effort, therefore, has focused on improving treatment effectiveness, assisted by the National Treatment Agency. Data, which will indicate the impact of measures taken to reduce drug related deaths in 2011, is not yet available.

The Communities Against Drugs [CAD] Team has continued to cement strong relationships with local communities of interest and was successful in applying for European Interreg funding for three years for its Communities and Families Tackling Addiction [CAFTA] project.

Ongoing monitoring of Operation Reduction has provided continued evidence of its impact on disrupting drug markets, on levels of acquisitive crime, and on reducing demand for drugs by diversion into treatment. Local partnership intelligence sharing initiatives have contributed to this process.

Future work planned:

For young people, there will be a focus on the implementation of an integrated care pathway and of an improvement plan for the council's in-house Youth Service. There will be further analysis of the transitional needs of 18-25 year olds, particularly those not known to the treatment system.

For adults, there will be a focus on sustaining the positive provider-led work on recovery and reintegration, as well as developing the concept of a Golden Thread approach to commissioning, to produce a system wide understanding of partnership aims and intended performance outcomes. The DAAT Annual Conference in the summer will have recovery as a major theme and the fourth national Recovery Walk will be hosted by Brighton & Hove on 29th September 2012.

The CAD Team will be focusing on implementing the CAFTA Project objectives, as well as sustaining the core neighbourhood liaison programme of activities, as part of the

council's Safe in the City Delivery Unit, and in tandem with the council's Public Health Commissioning Unit.

On enforcement, the partner agencies concerned will endeavour to ensure that Operation Reduction remains well resourced and regularly evaluated, particularly in the light of the forthcoming Police Reform and Social Responsibility Act 2011 changes.

Delivery of future work will be influenced by the emergence and establishment of new structures within and between partnership organisations. Work with young people will be affected by the new arrangements for Youth Service provision; Communities Against Drugs work with families and local neighbourhoods will form part of the activity of the council's new Safe in the City Delivery Unit, but will also have Public Health and Health Promotion links; and treatment services will be commissioned through the Public Health lead team based in the council and contribute to a new Substance Misuse Programme Board.

Barriers to achieving good performance:

Reduced resources will impact on services. Structural change at a national and local level may require different approaches to maintain and support essential partnership working between criminal justice and primary and secondary care providers. Specific initiatives, such as the 'Injectable Opioid Treatment' service, which have been positively evaluated as successful, will provide a challenge for commissioners to sustain, in the absence of national funding. Reductions in funding will impact on the development of local joint commissioning, which requires initial investment to reap longer term savings.

Accountable Strategic Director: Charlie Stewart / Terry Parkin
Last Updated - 30/04/2012

2. Reducing Crime & Improving Safety

2.2 The city's physical and social infrastructure is resistant to crime and disorder and people feel safer

Strategy: **2.2.1 Improved physical environment, physical and social infrastructure, and community resolution, and; Improved feelings of safety and quality of life**

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress update: Improved physical environment, physical and social infrastructure, and community resolution, and; Improved feelings of safety and quality of life	Matthew Eastale - Senior Sustainable Communities Officer	Ongoing	07/10/2011	31/03/2012	

ACTION PROGRESS COMMENTS

Progress so far:

- The Home Office funded Design Against Crime (DAC) research centre (based within Central St Martins College of Design) has joined the local Community Safety Partnership, bringing national research and policy to the team. This will increase resilience to crime and anti social behaviour (ASB) at the design stage of products and places.
- The Design Out Crime Association (DOCA) - a national and largely police led association, has requested that an officer from the council's Environment Improvements Team join the national board as a member. This will bring a local authority perspective to the association's work in reducing crime and disorder through good design of products and public spaces.
- The partnership is working with the Noise Abatement Society and the European Cooperation of Sciences and Technology (COST). An Action Group is leading the development of practical solutions to street noise issues and associated anti social behaviour through a range of initiatives linked to 'Soundscape' - which involves the practical application of the health and well being effects of a good quality Soundscape.
- Scientifically validated results of a trial of changing the Soundscape of one of the city's most chaotic streets demonstrated a reduction in ASB and reduced the need for police resources in that area, traditionally associated and with a reputation for public disorder. Although a "one off" trial the results are conclusive enough to warrant further development and an application for European Union (EU) funding for future delivery of this project with other European cities is in progress.

Future work planned:

Closer working between the council and Sussex police is being developed and the concept of "street focus" as a method of addressing community concerns is a priority for the partnership over the next 6 months. This will respond to recommendations set out in the Cabinet Office "Crime and Communities Review: Engaging Communities in Fighting Crime".

Local Approach to Planning

- Community safety concerns and the impact of development of public spaces are now given a higher profile at the planning stages of development locally, and the partnership will ensure that the actions covered by this strategy objective are given appropriate profile during the design stages of planning developments.
- The proposal to integrate the council's Community Safety delivery unit within the Neighbourhood Policing Team offers opportunities for closer working between the council and Sussex Police to improve outcomes, and inform the future work of the team.

Community Payback

- A partnership with Sussex and Surrey probation Service delivers a variety of local environment improvement projects across the city. With the council providing the basic materials and offenders given community service orders providing the labour the city benefits from additional works to improve public spaces valued at £ 100,000 per year. Projects are community led and often compliment the work of other agencies to tackle crime and anti social behaviour.

Barriers to achieving good performance:

Any reduction in resources and/or the consequences of the economic downturn on the city's infrastructure and support agencies for residents will have a negative impact in achieving the goals that have been set out.

Accountable Strategic Director: Charlie Stewart / Geoff Raw

Last Updated - 30/04/2012

Strategy: 2.2.2 Build long-term resilience to all forms of extremism amongst individuals, institutions and communities; reduce harm and increase trust and confidence

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress update: Build long-term resilience to all forms of extremism amongst individuals, institutions and communities; reduce harm and increase trust and confidence.	Nahida Shaikh - Community Safety Manager (Hate Crime & Prevent)	Ongoing	07/10/2011	31/03/2012	

ACTION PROGRESS COMMENTS

Progress so far:

Successful engagement and partnership work with local Muslim communities continues, together with consultation with statutory partners on findings of a community needs assessment, identifying unmet needs and priorities of local Muslim communities. Training has been delivered to 10 front-line staff of key partners to raise awareness of the Prevent agenda and their role within it. Prevent is a national strategy, launched in 2007, which seeks to stop people becoming terrorists or supporting terrorism. The training will help staff recognise those potentially vulnerable to radicalisation, reduce potential risk and harm, and support individuals to build resilience. Training has also been delivered to council staff promoting best practice in engaging with the Black and Minority Ethnic communities.

Findings from the community needs assessment will be reported to the Prevent Partnership Group (which includes community representatives). Needs and priorities will be fed into a strategic needs assessment and commissioning plans to influence mainstream work programmes and public services to Muslim communities. Progress has already been made through co-ordinating partnership responses and funding and supporting community projects. These projects build community capacity by involving communities in the design, planning and strengthening of governance, as well as the implementation and evaluation of projects. The impact of community projects are evaluated effectively through monitoring and project performance reports. Joint work with communities and partners continues to reduce risks and vulnerabilities of individuals and communities, and also addresses community tensions and concerns, maintaining trust and confidence within the communities.

Successful engagement with higher and further education institutions is supported by police prevent engagement officers linked to the two universities. A best practice 'Virtual

Local Action Team' extends the neighbourhood policing model to the universities, creating an improved response to concerns.

Future work planned:

The council are reviewing the Prevent strategy with our partners to agree objectives and actions for 2012/13.

The council is to facilitate the Sussex Prevent Partnership Board which provides strategic direction to delivery of Prevent work in the county, monitoring progress on action plans and providing opportunity to share good practice from the three governance groups and a wide range of partners.

Training for frontline and other key staff to understand and challenge the ideological narratives used by right wing and Al -Qaida inspired extremist groups, enabling staff to identify and support vulnerable individuals and divert them away from risk. In partnership with the City College we aim to deliver a mentoring and enrichment programme.

A Workshop to Raise Awareness of Prevent (WRAP) training is scheduled in quarter one of 2013 aimed at frontline staff that may come into contact with people that are vulnerable to extremism. Further WRAP sessions will be offered to front-line staff throughout the year to increase awareness of the Prevent stream of work.

A second course of Family Links or Nurturing Module will be delivered by trained facilitators of a local Muslim Women's group, the project will be evaluated and learning acted on in future.

Barriers to achieving good performance:

Developing the skills of frontline staff to understand the new Prevent agenda and their role within it is resource intensive for all partners. Maintaining a shared understanding, expertise, clear communication and effective partnership is key to achieving progress.

Accountable Strategic Director: Charlie Stewart

Last Updated - 10/05/2012

2. Reducing Crime & Improving Safety

2.3 Risks for children, young people and families are reduced

Strategy: 2.3.1 Children are protected from risk and their safety increased

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress update: Children are protected from risk and their safety increased	Kerry Clarke - Strategic Commissioner - Children, Youth and Families	Ongoing	07/10/2011	31/03/2012	

ACTION PROGRESS COMMENTS

Progress So Far:

Common standards of good sexual health and substance misuse education across the city:

- The drugs and alcohol policy has been agreed across all secondary schools, the Alternative Centre for Education (ACE), Patcham House and each of the four learning providers commissioned to deliver the Brighton & Hove Foundation Learning Engagement Programme (a local programme which aims to reduce the numbers of learners leaving school with no progression route into further learning).
- Currently waiting for finalised Department for Education guidance on dealing with drug related incidents in order to complete local guidance.
- The key Personal, Social, Health and Education (PSHE) programme has been launched to all above education providers and the system to monitor attendance is under development.
- Now this is in its final stages the support will be extended to colleges and 6th forms.
- Core messages leaflet for parents/carers has been developed and is to be distributed via drug and alcohol or sexual health awareness sessions in schools.

Access to contraception:

- Service improvements for contraception and sexual health (CASH) services this year have increased the numbers of young people accessing services. Developments include providing an open access service at the Morley Street Hub and developing a complementary CASH service hub in the West.

Early identification and intervention:

- An integrated care pathway ensures early identification and delivery of screening and interventions for substance misuse and sexual health
- Screening and brief intervention targets have been achieved for hostels yet referrals are low.
- Screening and brief intervention targets have significantly improved within social care although slightly below target
- All are screened in Child and Adolescent Mental Health Services (CAMHS) and we are now reviewing the interventions provided and pathway
- The In house Youth service remains below target and a priority focus will be to implement an improvement plan.
- Referrals across the system to targeted teenage prevention post are below target.
- Targeted youth programs are being delivered in all schools and the evaluation is expected mid June 2012. The 'Service for Young Peoples' joint commissioning strategy has been finalised and the Brighton and Hove In-house Youth service and the Community and Voluntary Sector (CVS) Youth Service are in a period of co-production. This includes changes being implemented to increase evidence based effective interventions in informal education settings. The existing curriculum delivery programs are scheduled for review by June 2012.
- Youth Crime Prevention works effectively with preventing young people identified through Early Identification Groups, entering the criminal justice system. The numbers entering the system in 2011/12 are significantly lower than in previous years. However, what remains unclear is how effective the pathways into prevention are and whether intervention is provided at the right level. Some young people are entering the criminal justice system and then escalating through the system quickly and they would benefit from prevention from escalation support – we are to include looking at the thresholds as part of the Youth Crime review.
- The Accident and Emergency (A&E) pathway continues to provide an effective care pathway. A joint piece of work is being undertaken with East Sussex Young People's Substance Misuse Service and South Coast Ambulance Service to roll out the pathway. This will ensure all young people seen by the ambulance service due to drugs or alcohol, but not transferred to hospital, are followed up by the substance misuse service.
- Specialist services: 'u-ok', the young people's substance misuse treatment service continues to show positive results against their targets and the outcomes achieved are above regional comparators. The 5% reduction in young people attending is considered to be a result of a reduction in identification and referrals of young people with substance misuse issues, as opposed to be a reduction in need.

Future work planned:

- Roll out the developments of PSHE policy's and programs to colleges.
- Skills audits will form part of next year's performance compacts.
- Focus attention of the implementation of an integrated care pathway approach – increase use of CAF's and increase the use of evidence based best practice.
- Collaborative Needs Assessment of Youth Crime Prevention and YOS with the delivery unit.

Barriers to Future Performance:

Budget reductions will reduce service capacity.

Effective monitoring and early identification is a challenge as care pathways are integrated to ensure the right young people are accessing the most appropriate services. Many specialist and targeted services work with young people who have chaotic lives and complex needs which often present immediate welfare and safe guarding issues. The impact of interventions on these vulnerable young people can take a long time to become apparent.

Accountable Strategic Director: Charlie Stewart / Terry Parkin

Last Updated - 11/05/2012

Action	Responsibility	Action Status	Start Date	End Date	% Comp.

Progress update: Children are protected from risk and their safety increased	Steve Barton - Lead Commissioner - Children, Youth and Families	Ongoing	01/04/2011	31/03/2012
<p>ACTION PROGRESS COMMENTS</p> <p>Progress so far:</p> <p>Following feedback from external inspection and a Peer Review, the council and its partner's have agreed a Youth Justice Strategy including a commissioning review of youth crime prevention arrangements and the Youth Offending Service. This will dovetail with the implementation of a Joint Commissioning Strategy for Services for Young People, agreed in January 2012, and a review of housing and accommodation services for vulnerable young people scheduled to complete by August 2012.</p> <p>A ground-breaking approach to enabling multi-agency working is being trialled which uses modern social networking technology to "glue together" professionals working with a child to help them work together in a much more joined-up way. The trial of Patchwork began in March and will initially run till the end of May when an interim evaluation will take place. Police, community health, GPs, Fire and Rescue and schools are all involved along with a number of community and voluntary sector agencies.</p> <p>Future work planned:</p> <p>The council and its partner's have taken a proactive approach to the needs of families in multiple disadvantage. A city wide commission provides the platform for a coordinated response to the Government's Troubled Families initiative and will connect up to a range of other initiatives responding to the anticipated impact of changes to welfare benefits including the introduction of universal credit.</p> <p>The Children's Value for Money Programme will continue successful collaborative re-modelling of preventative services and provision for children and families within the formal social care system. This includes exploration of initiatives in response to the national Family Justice Review jointly with East and West Sussex and the local judiciary.</p> <p>Barriers to achieving good performance:</p> <p>In relation to comparative levels of deprivation and need, Brighton and Hove remains an outlier in respect of statutory social care interventions, formal children in need and/or child protection plans, and the number of looked after children. This level of activity continues to place significant demands on local systems and services.</p> <p>Accountable Strategic Director: Terry Parkin / Charlie Stewart Last Updated - 24/04/2012</p>				

Strategy: 2.3.2 Reduced risks for families with multiple needs and reduced harm in neighbourhoods

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress update: Reduced risks for families with multiple needs and reduced harm in neighbourhoods	Debbie Corbridge - Community Safety Mgr - Family Intervention	Ongoing	01/04/2011	31/03/2012	

ACTION PROGRESS COMMENTS

Progress so far:

The change to the threshold for accessing the Family Intervention Project (FIP) intensive service is fully implemented along with supporting procedures. Robust processes are now in place to gather feedback from families and referrers once FIP intervention has ceased. From April 1st 2011 until 31st December 2011, for families ending their intervention with FIP where persistent antisocial behavior was an issue, there was a 93% reduction in the number of anti-social behaviour (ASB) complaints. In the same period, 77% of the families ending FIP intervention that had been contacted felt their family situation had improved as a result of FIP intervention. 100% of referrers felt there had been improvement.

The Family Child Assessment Framework (CAF) mentoring service provide (in addition to offering professionals general advice and guidance on any aspect of the Family CAF process) an enhanced intervention for families that do not meet the new FIP or social services threshold but have complex aspects of support need. The number of families

supported through the FIP CAF mentoring service has increased due to additional funding being secured .

To date, during 2011-12, the FIP Family CAF Mentoring Coordinator has co-facilitated five Family CAF training courses, offering a three day modular course to 89 professionals across the city. In addition the coordinator has supported a number of bespoke training workshops, practice development sessions and networking events.

Future work planned:

The future of the services provided by the FIP is being determined by a multi-agency working group led by the Director of Adult Social Care within the council . The review being undertaken is seeking to build on the effective service model developed by the FIP and Living Without Violence (LWV) programme in order to meet guidelines shortly to be issued by the governments 'Troubled Families' unit and to reduce the number of 'looked after' children within Brighton & Hove.

Barriers to Future Performance:

The outcomes of the coming multi agency working group will identify and resolve any barriers to performance.

Accountable Strategic Director: Charlie Stewart / Terry Parkin

Last Updated - 27/04/2012

2. Reducing Crime & Improving Safety

2.4 Victims feel safer and their risks are reduced

Strategy: 2.4.1 Reduced domestic violence by increasing survivor safety and perpetrator accountability

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress update: Reduced domestic violence by increasing survivor safety and perpetrator accountability	Eleri Butler - Senior Policy Development Officer	Ongoing	07/10/2011	31/03/2012	

ACTION PROGRESS COMMENTS

Progress So Far:

Reducing and preventing domestic and sexual violence is a national priority. Its prevention is central to good public health, reduced crime; safeguarding vulnerable children and adults, supporting families with multiple needs, promoting equality and improving education, learning and skills development.

Achievements in 2011/12:

- Reviewed the Multi Agency Risk Assessment Conference (MARAC) operation and doubled the number of meetings held a month due to increasing high-risk cases being referred each month
- Running an extra (3rd) perpetrator group with associated partner support, within Living Without Violence from 2012
- Invested in prevention work by developing a whole school model to address domestic violence, which will be delivered in partnership with local primary and secondary schools in 2012/13.
- Invested in early intervention, by developing a coordinated community group programme for children and young people affected by domestic violence , which will involve training professionals and to be delivered through multi-agency collaboration in 2012/13.
- Investing in early intervention and prevention work with local Black, Minority and Ethnic (BME) women's groups to develop a community awareness raising programme .
- Investing in early intervention work, by developing a training programme and procedures to improve how employers and professionals identify and respond to domestic violence, in accordance with national occupational and service standards for domestic violence.
- Reviewing local contracts with services and within the council to include domestic violence outcomes measures, to improve the way we measure effectiveness of local services
- Held awareness raising workshops with local arts and culture organisations in the city to explore how they can contribute to domestic violence prevention work in future.
- Delivered training to substance misuse services in the city, on working with perpetrator and victims of domestic violence, in recognition of the co-existence of these issues.
- Provided and distributed a wider range of information on DV by updating website content and distributing thousands of local domestic violence 'amber cards' and ensured

translated versions are available online. We have also circulated e-newsletters and updates via social media, including supporting the police social media awareness campaign in November.

- Invested in prevention work by organising a programme of events to increase awareness of domestic and sexual violence and the help available, as part of the '16 Days' campaign to coincide with the international 16 days to end violence against women (November 25 – December 10th). This included supporting a national Violence Against Women conference in November in Sussex University; organising a theatre production at the Dome followed by a Q&A with a panel, to raise awareness of violence against women issues; liaising with Duke of York Cinema to screen films associated with violence against women during CineCity, and organising a benefit event for local services.
- Senior male Chief Officers in the council and police signed up to the nationally co-ordinated 'White Ribbon' pledge to 'never to condone, commit or remain silent about DV': this pledge will inform programme of prevention work involving men to be taken forward in 2012
- Commitment to develop the first citywide Violence Against Women and Girls strategy to develop a coordinated approach to these crime types from 2012.
- The work in Brighton (including our commissioning pilot) is recognised as best practice nationally by the Home Office Violence Against Women strategy and by the Local Govt. Association (LGA). As a result, we have led at national conferences and events, presented to MPs, and were involved in the development of National Institute for Health and Clinical Excellence (NICE) and Department of Health expert group on domestic violence.

Future work planned:

In 2012/13, in addition to prioritising the strengthening of specialist independent support services for survivors, the foundations have also been laid to deliver a coordinated work programme on domestic and sexual violence prevention in schools; a multi-agency Domestic Violence Coordinated Community Group programme for children and young people; work to increase the capacity of Black and minority women's groups in the city, and deliver a modular training programme and revise procedures to improve the responses of public services.

In 2012 we also aim to roll out the Identification & Referral to Improve Safety (IRIS) early intervention programme with GPs, subject to resources; improve responses to domestic violence amongst Gypsy and Traveller communities; coordinate a publicity strategy; and deliver targeted service improvements across children's services, adult services, housing services and health services.
 We are due to begin collaboration on a national research programme (with Child & Women Abuse Studies Unit/London Metropolitan Police/Department of Health) on developing a Violence Against Women outcomes framework for commissioners and services in future.

Barriers to Future Performance:

All city partners need to commit to the delivery of the citywide strategic outcome for domestic violence: "Brighton & Hove residents and communities to be free from domestic violence by increasing survivor safety, reducing the risk posed by perpetrators, decreasing social tolerance and increasing people's ability to have healthy relationships". There remain significant systemic and service gaps that need to be addressed if we are to achieve agreed outcomes.

The Community Safety Partnership will sustain the increased allocation to maintain the capacity of independent Domestic Violence services that was made in the latter half of 2011/12; matching these resources from other council and partnership budgets will sustain services for 2012/13 and beyond in accordance with accreditation standards and quality frameworks.

Domestic violence needs to be considered by GP Clinical Commissioning Groups and the Health and Wellbeing Board. The council has reinforced that domestic violence commissioning and prevention work be integrated with commissioning, strategic and operational responses to sexual violence and other forms of violence against women and girls. This approach needs to be delivered by all partnerships to be successful.

Accountable Strategic Director: Charlie Stewart
 Last Updated - 30/04/2012

Strategy: 2.4.2 Sexual violence and abuse is prevented and reduced

Action	Responsibility	Action Status	Start Date	End Date	% Comp.



Progress update: Sexual violence and abuse is prevented and reduced	Eleri Butler - Senior Policy Development Officer	Ongoing	07/10/2011	31/03/2012
<p>ACTION PROGRESS COMMENTS</p> <p>Progress So Far:</p> <p>Reducing and preventing sexual violence and abuse is a national priority. Its prevention is central to agendas on public health promotion; reducing crime; safeguarding children and adults with support needs; supporting families facing multiple needs and promoting equality, improved education, learning and skills development.</p> <p>The Sexual Violence Reference Group oversees the delivery of the local Action Plan and in accordance with pan -Sussex partnerships, including the SARC Management Board and Operational Group, the Rape and Serious Sexual Offences Steering Group and its rape prevention sub group .</p> <p>The Community Safety Partnership commissions Independent Sexual Violence Advocacy services , the Sexual Assault Referral Centre and counselling services . Foundations are laid to deliver a coordinated work programme on domestic and sexual violence prevention in schools, deliver a modular training programme and revise procedures to improve the responses of public services.</p> <p>Meetings have been held with student union officers at Sussex University to discuss the need for increased awareness of the help available amongst students and for closer working between the partnership and University</p> <p>Future work planned:</p> <p>In 2012 we aim to improve responses to domestic and sexual violence amongst Gypsy and Traveller communities ; work more closely with the Universities on addressing sexual and domestic violence amongst students and University staff; and coordinate a publicity strategy to contribute to early intervention.</p> <p>Publicity campaigns to raise awareness of the reality of rape and sexual violence, and to target perpetrators and potential perpetrators are needed for 2012/13. This should include increased awareness of the local media of national guidelines on reporting of violence against women.</p> <p>Current arrangement for contributing to the commissioning of the SARC in Sussex will continue in 2012/13 and SARC commissioning will be taken over by the national health commissioning board from 2013.</p> <p>Further work is needed in 2012/13 to sustain support services for women in the sex industry and at risk of commercial sexual exploitation, and to monitor the success of work that supports women to safely exit from prostitution. Further work is also needed to identify offending associated with prostitution and bringing them to justice .</p> <p>Funding opportunities continue to be explored in partnership with third sector specialist services, in order to develop community approaches to address stalking and harassment.</p> <p>A commitment has been made by senior officers and Members within the Council to support the white ribbon campaign ; and to develop a citywide violence against women strategy and action plan, which includes the aim of obtaining 'white ribbon city status' in 2012.</p> <p>Barriers to Future Performance:</p> <p>More attention is needed by partner agencies on increasing reporting and improving agency responses to rape and sexual violence in 2012/13, particularly focussing on those groups most at risk of rape and sexual violence.</p> <p>Partnership data on sexual violence and abuse is needed from adult social care services, community safety services, health services, children's services or housing services. There is also limited data on the extent of sexual exploitation of children, young people and adults, through the sex industry or as a result of trafficking locally.</p> <p>Greater capacity is needed in the local independent rape crisis and sexual violence support service in order to meet demand. It is important that rape crisis services work within</p>				

national quality frameworks to achieve accreditation and compliance with national Rape Crisis Service Standards (published 2012).

Sexual violence needs to be addressed by GP Clinical Commissioning Groups, and the new the Health and Wellbeing Board. The council has reinforced the importance of sexual violence commissioning and prevention work being integrated with commissioning, strategic and operational responses to domestic violence and other forms of violence against women and girls, which needs to be delivered by all partnerships to be successful.

Accountable Strategic Director: Charlie Stewart
Last Updated - 24/04/2012

Strategy: 2.4.3 Reduced racist/religiously motivated, LGBT and disability hate incidents

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress update: Reduced racist/religiously motivated, LGBT and disability hate incidents	Linda Beanlands - Head of Community Safety	Ongoing	01/04/2011	31/03/2012	

ACTION PROGRESS COMMENTS

Progress so far:

Nationally, it has been acknowledged that disability hate incidents, religiously motivated incidents, and transphobic incidents are significantly under-reported. Additionally, there are significant issues in identification and recording of hate incidents leading to under-recording by most statutory, voluntary and community sector organisations. There is a wide variation in data collection and monitoring of ethnicity, religion and impairment of the victims, reducing the evidence base to monitor if the high risk, vulnerable and marginalised groups are reporting and accessing support services.

A key target is therefore, to increase the reporting of hate incidents including those from at risk and marginalised groups, improved recording and responses to reported incidents to increase victims' safety, reduce risk and harm, improved outcomes with respect to the victims and perpetrators, prevention and reduction of hate incidents. However, locally, the level of reported racist, religiously motivated and disability hate incidents has been declining. There have been changes in the way the Partnership Community Safety Team responds to hate incidents in terms of reporting mechanisms, entry level for casework, monitoring information, and reporting on levels and trends of hate incidents. We are mid-process in implementing the changes to the reporting and monitoring systems, hence, it has been difficult to establish the levels and trends of reported hate incidents accurately.

Research is being carried out to understand the experiences of victims of reported hate incidents; the findings are expected in the next year and will be used to adjust our services to effectively respond to the feedback from the victims and communities.

The Racial Harassment Forum is mid-process in reviewing its role, purpose and structure. The review findings will be implemented in the next year.

The racist, religiously motivated, disability, homophobic, transphobic, and biphobic strategies are currently being reviewed and refreshed for the next year. Extensive consultation has been carried out with partners for them to sign up to the disability hate incident action plan and promote greater reporting of disability hate incidents.

Future work planned:

A subgroup of the disability hate incident steering group will be reviewing the publicity campaign and its impact on the level of reported incidents, the findings will be used to implement further changes to encourage reporting of hate incidents by disabled people, risk groups and carers.
The extent to which statutory sector has implemented the recommendation of Stephen Lawrence Inquiry and its impact in the city are being examined. Findings will be reflected in future service changes.

Barriers to achieving good performance:

Under reporting and under recording of the hate incidents across all sectors may impede future progress.

Accountable Strategic Director: Charlie Stewart
Last Updated - 27/04/2012

Strategy: 2.4.4 Reduced anti-social behaviour

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress update: Reduced anti-social behaviour	Aaron Devereaux - Anti-Social Behaviour Co-ordinator	Ongoing	01/04/2011	31/03/2012	

ACTION PROGRESS COMMENTS

Progress so far:

There were 41 anti social behaviour orders in place in the city at the end of March 2012. The vast majority of these are very effective in protecting communities from problematic anti social behaviour. Reported incidents of anti social behaviour caused by young people who are gathered in groups have fallen largely due to the success of the Operation Park, a multi agency response to youths, ASB and alcohol.

The Partnership Community Safety Team is managing a co-ordinated response to the most vulnerable victims of anti-social behaviour (ASB) and hate incidents through a vulnerability assessment tool facilitated by a new IT case management solution (ECINs). Monthly meetings agree lead agency responsibilities and actions which protect the most vulnerable victims from harm. The new arrangements are firmly embedded in mainstream services including community safety, adult safeguarding, council housing, environmental health (noise), neighbourhood policing and increasingly, social housing providers (Southern housing, Affinity Sutton and Hyde-Marlett). This work is based on the principles of Multi-Agency Risk Assessment Conferences (MARACs) and the aim of this work is to reduce harm, risk and vulnerability. There are currently 15 high risk, 40 medium risk and 8 standard risk victims.

The new approach enables the city to identify and respond according to prioritised need. Its use will be put forward as best practice in forthcoming national guidance.

The Home Office have confirmed Brighton & Hove as a pilot authority to trial a 'community trigger' duty also to be contained in anticipated national guidance. This will enable us to build on existing arrangements with the Community Safety Forum, Racial Harassment Forum and Local Action Teams.

Future work planned:

The research phase of the now annual ASB & Hate Incidents Customer Insight & Experience is well underway in preparation for the 2012 survey results. The research phase will consist of questionnaires, face to face interviews and focus groups and will allow us to evaluate our performance against Victim & Witness Service Standards. A report will be available in October 2012 to coincide with the anniversary of the launch of the standards across the city.

Barriers to achieving good performance:

The ASB and Hate crime teams are now structured into one team and are in the process of establishing new working practices.

Accountable Strategic Director: Charlie Stewart
Last Updated - 11/05/2012

2. Reducing Crime & Improving Safety

2.5 Offenders are deterred/ prevented from re-offending

Strategy: 2.5.1 Reduced offending by prolific and other offenders

Action	Responsibility	Action Status	Start Date	End Date	% Comp.

Progress update: Reduced offending by prolific and other offenders	Leighe Rogers - Director Brighton and East Sussex Local Delivery Units	Ongoing	01/04/2011	31/03/2012
ACTION PROGRESS COMMENTS				
<p>Progress So Far:</p> <ul style="list-style-type: none"> • Sussex and Surrey Probation Trust (SSPT) have commissioned Sheffield Hallam to undertake a research and evaluation project on Integrated Offender management (IOM). Sheffield Hallam's final report is due for May 2012. • The SSPT 'Liaise and Diversion' service, which includes 'test on arrest' and 'dual diagnosis' assessments, is being introduced to Brighton Custody Suite and Brighton Magistrates Court on the first of April 2012. A third sector event is also due to take place on the 29th of March 2012. • SSPT and Sussex Police retain the lead for the 'Integrated Offender Management' of offenders serving under 12 months and released from HMP Lewes. Interventions are now delivered by Sussex Pathways and the Princes Trust. Mentoring services are provided to offenders in this cohort, who may be subject to 'compact' on release. • The 'Think Family' approach has been promoted with all individuals working with offenders. A postcard referral scheme to Children's Centres has been established at Brighton Magistrates Court and the 'Families of Prisoners Group' continues to hold family days at HMP Lewes. A steering group is in place to co-ordinate statutory and third sector activities. <p>Future work planned:</p> <ul style="list-style-type: none"> • Through co-ordinated and partnership services, the Brighton & Hove Integrated Offender Management Commissioning Strategy shifts investment to activity which prevents their occurrence rather than dealing with the consequences. • Linking the 'Criminal Justice Liaison and Diversion Scheme' initiative with the 'Families with Multiple Problems' strategy. • Strengthening links between IOM Teams at HMP Lewes and Brighton IOM Team <p>Barriers to Future Performance:</p> <ul style="list-style-type: none"> • Budgetary reductions across all partners will have an adverse impact on the delivery and development of IOM. <p>Accountable Strategic Director: Charlie Stewart Last Updated - 30/04/2012</p>				
3. Improving Health & Wellbeing and reducing ill health inequalities				
3.1 Promote Health and Wellbeing and reduce health inequalities across the city				
Strategy: 3.1.1 Improve the conditions that improve health				
Action				
Responsibility				
Progress update: improve the conditions that improve health	Tom Scanlon - Director of Public Health	Ongoing	01/04/2011	31/03/2012
ACTION PROGRESS COMMENTS				
<p>Progress so far:</p> <p>The focus of much of this work has been the Healthy City Workplace initiative in keeping with the younger working age population of the city. A new 'Workplace Wellbeing Charter' (WWC) is being promoted to businesses and business forums, highlighting the importance of health and wellbeing in the workplace and providing details of support and funding available. The charter will be adapted to suit the needs of small and medium sized enterprises (SMEs).</p> <p>'Active & Healthy Workplace' funding available to employers is being promoted. The fund (up to £500 per business) provides the opportunity for businesses to trial programmes that aim to improve the health and wellbeing of their staff whilst creating a healthier workforce and ultimately a healthier business.</p> <p>Ongoing examples of health promotion within the workplace include:</p> <ul style="list-style-type: none"> • Presenting case studies of businesses that have addressed the health and wellbeing of their workforce and the subsequent impact 				

- Promoting NHS Health Checks to workplaces
- Promoting physical activity to workplaces

Future work planned:

A questionnaire is being designed to send out to businesses to identify their concerns about health and wellbeing in the workplace /amongst their workforce to inform future actions.

Joint strategic needs assessment (JSNA) for sport and physical activity is underway and will form part of the JSNA portfolio for 2011/12. This will include additional work to capture:

- The public voice – a public consultation will take place utilising a questionnaire method which will be hosted on the partnership 's consultation portal.
- The professional voice – a number of semi-structured interviews with a wide range of stakeholders.

Once the needs assessment has been completed the sub group will begin work on an updated strategic action plan for physical activity. This will replace the existing and separate action plans for Sport and Active Living.

A study will be commissioned to build an evidence base of the quality of the urban space and how specific aspects encourage more active living , connectivity and social cohesion. The study will explore how to incorporate specific activities to create urban spaces and to encourage movement in line with NICE guidance in order to introduce the concept and principle into officers' work.

Following the production of the city-wide JSNA in May further consideration will be given to how health and wellbeing can be improved and health inequalities reduced in a Health and Wellbeing Strategy that will be overseen by the Health and Wellbeing Board .

Barriers to future performance:

This will be the first year of the Health and Wellbeing Board and the same for the Health and Wellbeing Strategy . With the council moving to a committee structure and Public Health formally transferring to the council, there are likely to be structural and organisational issues which could interfere with the work of improving wellbeing and reducing health inequalities.

Accountable Strategic Director: Terry Parkin
Last Updated - 24/04/2012

Strategy: 3.1.2 Helping people to live healthy lifestyles

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress update: helping people to live healthy lifestyles	Tom Scanton - Director of Public Health	Ongoing	01/04/2011	31/03/2012	

ACTION PROGRESS COMMENTS

The focus for this work has been tobacco and improving diet and exercise. Between them these are the biggest contributors to premature mortality.

TOBACCO

Progress so far:

Smoking prevalence in adults (4 week quitters). The target for 2011/12 is 2,350 4 week quitters. The number of 4 week quitters up to Dec 2011 is 1,417.

Increased advertising has taken place to increase footfall into the Stop Smoking Service and close monitoring of clinic activity. A new Stop Smoking Service Manager now in post due to restructure within Sussex Community NHS Trust and also a Co-ordinator will be in post for Brighton & Hove. The Stop Smoking Co-ordinator will be working closely with colleagues and monitor clinic activity.

The Brighton & Hove Stop Smoking Service has appointed a new Clinical Service Manager and a Stop Smoking Service Manager. The quit data for October was not on target

and an improvement plan has been put in place to further raise the profile of the adverse effects of smoking and the availability of smoking cessation services with adverts in local newsletters and magazines and also community events. Clinic activity sheets have been introduced to monitor footfall. Both the NHS Stop Smoking Service and the intermediate service (provided by GPs and Pharmacies) contribute to the target. The NHS Stop Smoking Service runs a variety of clinics across the city, both in the community and also in workplaces. One of the areas of focus of this work has been pregnant women. All pregnant women in Brighton & Hove are now offered a carbon monoxide test at booking (irrespective of their declared smoking status) and referred to the Stop Smoking Service if required.

A pilot project is running in three secondary schools in Brighton. The schools' PSHE co-ordinators have been trained to run Stop Smoking groups in the three schools and each school received a resource box with information leaflets and a carbon monoxide monitor. Every secondary school in Brighton received a Tobacco Education Curriculum pack (toolkit). The pack contained lesson plans and activities which will support PSHE co-ordinators. This pilot will be evaluated.

A Brighton & Hove Tobacco Control Alliance has been established. It is made up from different partners working together to reduce smoking and the associated health inequalities in Brighton & Hove. A draft strategy action plan has been developed which will focus on three domains with action for each one.

The Brighton & Hove Council website now has pages which give information about stop smoking and also how to make a pledge to make your home and car smokefree. www.brighton-hove/getsmokefree

A range of activities were organised for "No smoking day" on the 14th March 2012. As part of these activities smokers were referred or encouraged to refer themselves to the Stop Smoking services.

A 'final push' has been established with the Smoking Cessation Service, with new management agreed. Early indications (data to January 2012) suggest that this may have the desired effect of increasing the number of quitters to above 2000.

Barriers to future performance:

Smoking cessation services have had a mixed track record in terms of meeting quit targets, following the reorganisation two years ago. The changes to the management structure should address much of this.

DIET AND EXERCISE

Progress so far:

A key part of this work is the national child measurement programme (NCMP) which monitoring the prevalence of overweight and obesity in children in Reception Year (4-5 year olds) and children in Year 6 (10-11 year olds). For the academic year 2010/2011 8.2% of Reception children and 15.2% of children in Year 6 were in the very overweight (obese) category which is lower than the national average and the local target. The past four years have seen a sustained (though not statistically significant) fall in obesity and overweight levels in Year 6 children while levels in Reception Year children have remained stable.

Future work planned:

The NCMP implementation for 2011/2012 is well underway. The additional capacity provided by the two new School Health Support Workers means that two thirds of pupils have already been measured and schools can be visited twice if necessary in order to ensure that as many pupils as possible are measured. As soon as the results have been processed and are available to the school nurses, they will contact parents of children in Year 6 in the very overweight category to offer support and advice on accessing services. It will be the first time that, in addition to the result letters sent to all parents, parents of children who are very overweight are pro-actively contacted by the school nurses.

Barriers to Performance:

The risk to delivery may be around the capability of the Department of Health's tool to up-load the local data and produce the results in time for all parents to have their child's

measurement results before the end of the summer term.

Accountable Strategic Director: Terry Parkin
Last Updated - 24/04/2012

Strategy: 3.1.3 Preventing ill health

Responsibility		Action Status	Start Date	End Date	% Comp.
Tom Scanton - Director of Public Health		Ongoing	01/04/2011	31/03/2012	

ACTION PROGRESS COMMENTS

It is well established that the national immunisation programme makes the single biggest contribution to preventing ill health. Breastfeeding is recognised as an important contributor to future health and wellbeing. The largest cause of deaths in young children is accidents. Work in this area of preventing ill health has focussed on improving immunisation rates, increasing breastfeeding rates and reducing the number of accidents in young people.

Progress so far:

Childhood immunisation: In the second quarter of 2011/12 coverage of the baby primary immunisations was 92.1% and the first Measles Mumps & Rubella (MMR) vaccination by two years was 87.7%. For five year olds the coverage for completing two MMR vaccinations was 84.3% and for the pre-school booster 86.4%. The Primary Care Trust and Sussex Community NHS Trust Immunisation Team have worked together on promoting Immunisation Week in October promoting immunisations for children and young people - concentrating on pre-school and teenage boosters and distributing Strategic Health Authority funded immunisation resources. These uptake rates are the highest for several years and vaccination rates, in particular MMR have continued to improve since the low point of the late 1990s.

Breastfeeding: The prevalence of breastfeeding is measured at 6-8 weeks after birth. The city continues to exceed the target with our prevalence being significantly higher than the national average which around is 50%. The prevalence for quarter 2 was 75.9% and for quarter 3 was 79.7%. Cumulative prevalence data at 6-8 weeks quarters 1-3 is 76.7% against a total breastfeeding prevalence SHA target of 69.2%. Public Health and the breastfeeding co-ordinators were recently asked to present at a meeting of the Health and Overview Scrutiny Committee the good work to promote breastfeeding.

Accidents: Since the Home Safety Equipment scheme (funded by Public Health) was established in 2008 around 500 families in areas of inequalities in the city have had home safety equipment installed in their homes including stair gates, fireguards, high chairs and cots among others. The scheme also provides safety sessions to families by way of training or group work. The impact of this work at a local level, as is the case for many initiatives that build resilience, is very difficult to gauge in terms of hard outcomes as opposed to uptake of services.

Future worked planned:

Immunisation: The Immunisation Team will continue to follow-up children that have missed their primary immunisations via a communications based plan and distribution of flyers through schools. They are also developing a Patient Group Directive (PGD) for vaccination at home.

Breastfeeding: There will be more targeted work in areas of inequalities where breastfeeding rates are relatively low, such as in North Portslade where there has been a reduction on breastfeeding compared to the West area and the city as a whole. This work is being rolled out to other areas of inequalities.

Accidents: A workshop with A&E staff is planned to raise awareness of the scheme so that they can promote it to parents attending A &E with their children. Future actions will include some evaluation of service effectiveness through analysis of A&E data related to accidents at home for children aged 0-5 years old.

Barriers to performance:

Immunisation: Although immunisation rates are improving, there have been two measles outbreaks and one mumps outbreak in the last three years. While these outbreaks are associated with greater vaccine uptake, they are a measure of the population's sceptical stance on vaccination. Brighton & Hove may be one of the biggest improvers in terms of vaccine uptake, but it starts from a lower point.

Breastfeeding: There are occasional problems with data collection. Also it should be noted that prevalence is measured at 6 weeks whereas there are benefits from breastfeeding for much longer than that. It is important that women are encouraged to breastfeed throughout the first year of their child's life.

Accidents: As noted above, evaluation of the Home Safety Equipment scheme is challenging. Work is underway with the Children's hospital A&E which will help to provide clearer information.

Accountable Strategic Director: Terry Parkin
Last Updated - 24/04/2012

Strategy: 3.1.4 Healthy life expectancy, working to prevent people from dying prematurely

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress update: healthy life expectancy, working to prevent people from dying prematurely	Tom Scanton - Director of Public Health	Ongoing	14/11/2011	31/03/2012	

ACTION PROGRESS COMMENTS

Progress so far:

There are several programmes in place to promote healthy life expectancy. Many of these have already been considered above or in other parts of this performance plan (sexual health, drug and alcohol).

One additional area worth considering is the work to prevent and detect cancer at an earlier stage. Over the past three years, the PCT has successfully bid for National Awareness & Early Diagnosis Initiative (NAEDI) funding to raise awareness and promote early diagnosis. Albion in the Community, the charitable arm of Brighton and Hove Albion, have been commissioned to deliver campaigns on colorectal, lung and over 70s breast cancer; Sussex Community Trust's cancer health promotion team have been commissioned to support this work through training health professionals and other staff. The PCT continues to work with Sussex Cancer Network, who also have funding to integrate the NAEDI agenda into general practice. The public health leads of the Sussex cluster PCTs regularly meet with the cancer network to ensure a co-ordinated approach and shared learning across the patch. The cancer health promotion team continue to promote the national cancer screening programmes for breast, bowel and cervical cancer across the city, with a particular focus on disadvantaged groups.

Future work planned:

There will be further initiatives and campaigns to raise awareness of the importance of earlier detection. Two of the areas where there have been problems with early referral, delays in diagnosis, and where death rates have not decreased are lung cancer and bowel cancer. These have been highlighted in the Director of Public Health's Annual Report and will be subject to further scrutiny and action throughout 2012.

Barriers to performance:

As with all campaigns, it is important to find new and innovative ways of engaging the public and relevant health professionals.

Accountable Strategic Director: Terry Parkin
Last Updated - 24/04/2012

3. Improving Health & Wellbeing and reducing ill health inequalities

3.2 Promote health and well being and reduce health inequality for children and

Strategy: 3.2.1 A robust and confident child protection pathway that protects children and young people who are at risk of maltreatment, harm, neglect and/or sexual exploitation

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
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Progress update: A robust and confident child protection pathway that protects children and young people who are at risk of maltreatment, harm, neglect and/or sexual exploitation	James Dougan - Head of Service Children	Ongoing	01/04/2011	31/03/2012	
<p>ACTION PROGRESS COMMENTS</p> <p>Progress so far</p> <p>The number of children on a child protection plan in a city has fallen by 24% from a peak of 440 in March 2011. Service Managers attribute this decrease to Children In Need plans being seen as a more robust option.</p> <p>Activity over the last 6 months includes a rigorous and positive external inspection by Ofsted, a fundamental re-shaping of the social work service including a new single entry point, a dedicated children in need team, strengthened quality assurance systems, and implementation of a comprehensive social work transformation programme to develop the skills and capacity of front line staff and managers.</p> <p>Future work planned:</p> <p>A multi-professional team within Social Work duty team is being introduced as part of a phased reorganisation of social work services to ensure better integration between social work and other children's services to ensure appropriate and timely assessments and support to young people and families in need</p> <p>Accountable Strategic Director: Terry Parkin Last Updated - 26/04/2012</p>					

Strategy: 3.2.2 Needs of vulnerable children and young people where families are affected by adult substance or alcohol misuse, domestic violence, mental health or learning disability

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress update: Needs of vulnerable children and young people where families are affected by adult substance or alcohol misuse, domestic violence, mental health or learning disability	Kerry Clarke - Strategic Commissioner - Children, Youth and Families	Ongoing	01/04/2011	31/03/2012	
<p>ACTION PROGRESS COMMENTS</p> <p>Progress so far</p> <p>See comments in 2.3.1 and 3.2.1</p> <p>A draft protocol is now in place attached to working with families where substance misuse has an impact on parenting. This is to be signed off by the Local Safeguarding Children Board. The organisation Community Awareness of Drugs (CAD) has secured additional European funding to support families where substance misuse is an issue. Future plans are to implement and review the protocol cross adults and children's services, and to work in partnership with CAD to implement their EU work with families.</p> <p>A Social work Practice/Skill transformational programme is being designed and implemented to support staff in further improving the quality of assessments and interventions delivered to families with a strong focus on those affected by adult substance or alcohol misuse, domestic violence, mental health or learning disability.</p> <p>Accountable Strategic Director: Terry Parkin Last Updated - 24/04/2012</p>					

Strategy: 3.2.3 Children and young people looked after by the local authority to have stability, security and be well cared for

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress update: Children and young people looked after by the local authority to have stability, security and be well cared for	James Dougan - Head of Service Children	Ongoing	01/04/2011	31/03/2012	

ACTION PROGRESS COMMENTS

Progress so far

The number of Looked after Children (LAC) at 31st March 2011 is 483, a 4% increase from 2010 compared to a 2% increase nationally, and a 21% increase from 2007 compared to a 9% increase nationally. At 109 per 10,000, Brighton & Hove has one of the highest LAC rates in England.

Adoption activity has continued to rise in Brighton & Hove in line with the rise in numbers of children in care and reflects the high number of children under 5 in the care system. In 2010/11 13% of looked after children in Brighton & Hove were adopted, compared to the England average of 11%.

In 2011 5 LAC achieved five A* - C GCSEs including English and Maths – this is 19.2%, a notable improvement compared to last year and above the 2011 national average of 12.8%.

The Virtual School runs a summer catch up programme with the aim of supporting transition to secondary school for all year 6 pupils working below expected national curriculum levels (in both English & Maths). This summer 11 pupils joined the programme. As a proportion of the cohort in year 6, this is the highest number of pupils who have engaged in this programme and we are extending the support available to them until the October half term.

93.8% of care leavers were in suitable accommodation in 2010/11 which is a significant improvement from 82.6% in 2009/10. This is above the England average (90%) and statistical neighbours (89.3%).

70.8% of care leavers were in education, training or employment, an improvement from 63% last year and well above the national average of 61% and 56.3% for our statistical neighbours. A Specialist 16+ Employment Adviser for looked after children has been appointed.

Work has been completed to ensure looked after children reviews and pathway plans identify cultural and identity needs and plan how these needs are met .

Future work planned

Focused work is taking place to establish more effective and coherent systems for the involvement of looked after children and young people in strategic decision making to influence service improvement.

Managers are continuing to develop a more coherent pre- and post-16 education provision to provide a seamless service including specialist support with regard to information, advice and guidance about employment, education and training opportunities.

Accountable Strategic Director: Terry Parkin
Last Updated - 26/04/2012

Strategy: 3.2.4 All children to have access to high quality healthcare including services for the most vulnerable

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress update: All children to have access to high quality healthcare including services for the most vulnerable	Steve Barton - Lead Commissioner - Children, Youth and Families	Ongoing	01/04/2011	31/03/2012	

ACTION PROGRESS COMMENTS

Progress so far

The council and the Clinical Commissioning Group have a formal agreement to pool budgets and commission an integrated social care and community health service for children and families. The agreement includes a joint commitment to review the wider health care pathway from acute to primary care health services.

Brighton and Hove is one of 20 Early Implementer Sites to showcase the new service model for the national Health Visiting Implementation Plan . Local developments focus on

the delivery of the Healthy Child Programme including the early intervention role of health visitors with families identified as requiring a targeted or enhanced service to support them to look after their children.

Future work planned

Public Health has re-located into council offices in anticipation of the Health and Social Care Bill . Plans are in place to establish a shadow Health and Well being Board by April 2013, also in line with the Bill before parliament.

Accountable Strategic Director: Terry Parkin
Last Updated - 24/04/2012

Strategy: 3.2.5 Young people make positive choices about their sexual health, their lives and risk taking behaviours are minimised, especially alcohol use and substance misuse

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress update: Young people make positive choices about their sexual health, their lives and risk taking behaviours are minimised, especially alcohol use and substance misuse	Kerry Clarke - Strategic Commissioner - Children, Youth and Families	Ongoing	01/04/2011	31/03/2012	

ACTION PROGRESS COMMENTS

Progress so far

Between 1998-00 and 2008-10, the under 18 conception rate fell from 49.7 to 36.5 per 1000 women aged 15-17 which is statistically significant 26.6% reduction equivalent to 43 fewer pregnancies. Over the same period, the 2008-10 regional rate was 17% reduction and the national rate a reduction of 15%.

In 2011, group work sessions were delivered across the city and the targeted teenage pregnancy service provided brief interventions to 176 vulnerable young women. A service impact evaluation showed that, overall, nine out of 10 (87%) service users demonstrated improved outcomes across a number of domains with varying levels of impact: 77% showed improvements in general health, 65% in emotional wellbeing, 63% in family and relationships, 59% in self esteem, and 55% in aspirations. Furthermore, 93% of those not using contraception moved onto effective contraception use of which 86% was Long acting reversible contraception (LARC). In 2011, post termination contraception support was accessed by 95 young women and 84% were fitted with contraception post termination, 74% of which was LARC.

There is improved access to Contraception and Sexual Health (CASH) services so that young people have the use of effective contraception when they need it.

Future work planned

A key priority for 2012/13 is to ensure that early identification screening processes are embedded in both schools and youth services, to a common minimum standard, and are supported by clear care pathways to interventions and support services.

To develop effective early identification and on-going support through a lead professional for the mothers aged under 19. This should be underpinned by a family Common

Assessment Framework and include addressing Education Employment and Training needs.

To ensure that the voice of young people is heard and they have the opportunity to be involved in the design of all services by routinely collecting feedback from service users , and using it for service development.

Accountable Strategic Director: Terry Parkin
Last Updated - 24/04/2012

3. Improving Health & Wellbeing and reducing ill health inequalities

3.3 Improving care and support

Strategy: 3.3.1 Enable people who need social care and support services to live in safety with maximum independence

Action		Responsibility		Action Status		Start Date	End Date	% Comp.
Progress update: enable people who need social care and support services to live in safety with maximum independence		Brian Doughty - Head of Service Adults Assessment		Ongoing		01/04/2011	31/03/2012	
ACTION PROGRESS COMMENTS								
Progress so far								
<p>The council have been changing services and training staff so that when people are needing social care services the first priority is to support that person to regain as much independence as possible in their lives. They are worked with over a short period to help them get their skills and confidence back. This approach to services is called re-abling. This is clearly important for local people who want to remain in their own homes and be as independent as possible. The re-abling approach is being promoted across all Adults Assessment and Adults Providers services and there are dedicated services in place which focus on reablement , such as the Independence at Home and Intermediate Care Services.</p> <p>The council contacts everyone who received Intermediate Care Services after leaving hospital to see if they are still in their own homes after 90 days rather than being in residential care. In 2011 over 87.9% of people were still in their own homes, a higher rate than most other councils have achieved. This monitoring is ongoing.</p> <p>Another measure for the Independence at Home service is to see how much care and support someone requires at the start and at the end of a period of reablement. In the 3 month period April to June 2011 over 90% of people who completed a reablement period required less support and some of these people no support at all.</p> <p>This strategy continues with number of people going into institutional care continuing to decline as a result of investment in reablement and assistive technology, also resulting in budget savings.</p> <p>Future work planned</p> <p>To continue service delivery as outlined above.</p> <p>Accountable Strategic Director: Terry Parkin Last Updated - 24/04/2012</p>								
Strategy: 3.3.2 Provide personalised care services which promote choice, control and independence for service users and carers								
Action		Responsibility		Action Status		Start Date	End Date	% Comp.
Progress update: Introduction of the carers card		Brian Doughty - Head of Service Adults Assessment		Ongoing		01/04/2011	31/03/2012	
ACTION PROGRESS COMMENTS								
Progress so far								
<p>A new development in services for carers was the introduction of the Carers card to support the health and well being of carers , a priority in the 2009/12 Carers Joint Commissioning Strategy. Brighton & Hove City Council commissioned the development of the Carers Card and funds the issuing of the card plus some ongoing development support. The Carers Card is available for all carers in the city including carers of adults, parent carers and young carers. There are no actual subsidies for any of the services offered through the card, these are all subsidised by the providers themselves.</p> <p>The Carers' Card is an initiative to offer discount on a range of activities across the city to help carers to look after their own health and wellbeing . Carers' Card holders are offered a range of discounts on leisure and wellbeing activities across the city including discounted theatre tickets , hair and beauty, massage, complementary therapies, council and private gyms, golf etc. To date, approx 600 cards have been issued, many to carers who were not previously known to Adult Social Care . and to young carers. Funding has been made available via the Primary Care Trust to appoint a number of Carer Support workers who will be located in GP clusters , this will enable us to reach out further to hidden carers.</p>								

Accountable Strategic Director: Terry Parkin
Last Updated - 24/04/2012

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Tendering new services	Denise D'Souza - Lead Commissioner People	Ongoing	01/04/2011	31/03/2012	

ACTION PROGRESS COMMENTS

Progress update:

We will be tendering out for some of our most important services over the next year as existing contracts come to an end. This includes home care services which support many people to live in the community as independently as possible. We have consulted widely with people for their views on how these services should be delivered and how we can ensure they support a personalised approach. People raised a range of important issues for them including the importance of continuity in carers, flexibility in service delivery to respond to service users changing needs and timeliness. We have included these issues in our service specifications and our performance monitoring once the service is in place. We have representatives from the Local Involvement Network (LINK) and Impetus on the Steering Group overseeing this procurement work and they are also actively involved in the evaluation process. The tender exercise has kept to the original timescale and we anticipate that the new contract will commence in May 2012. We have also agreed the Commissioning principles that will inform our procurement of the community meals service through the Cabinet Members Meeting Adult Social Care & Health and with the Adult Social Care and Housing Scrutiny Committee. A further report on options for this service will be presented to Adult Social Care & Health Committee in June 2012.

Accountable Strategic Director: Terry Parkin
Last Updated - 24/04/2012

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress update: Provide personalised care services which promote choice, control and independence for service users and carers.	Brian Doughty - Head of Service Adults Assessment	Ongoing	01/04/2011	31/03/2012	

ACTION PROGRESS COMMENTS

Progress so far

People receiving social services in the community are involved as fully as possible in identifying what their needs and aspirations are and how these can best be met. This includes making clear to people how much money is available to meet their needs, offering them the direct management of that money (a direct payment) or if they request it arranging services for them but with the user maintaining control and flexibility. This way of working is called 'self directed support'. By December 2011 40% of service users benefited from this new approach.

Future work planned

To enable at least 45% of people by March 2012 to benefit from self directed support and by March 2013 to offer this service to all people. We are currently on track to achieve our target in this financial year

Accountable Strategic Director: Terry Parkin
Last Updated - 24/04/2012

Strategy: 3.3.3 People with social care needs supported into training and employment

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress update: People with social care needs supported into training and employment (Adults Assessment Delivery)	Brian Doughty - Head of Service Adults Assessment	Ongoing	01/04/2011	31/03/2012	

ACTION PROGRESS COMMENTS

Progress so far

For many people who use social care services the quality of their life can be improved by employment or training and volunteering opportunities. There are a range of services in

place that support people with a learning disability to gain employment and support them to keep the job once they are in it.

In 2010/11 the council supported 110 people to be in work. This was about 16% of all people with a learning disability who are known to the services. A further 12% of these people were supported to find opportunities in voluntary work. Please note collection of this data is time-lagged.

Future work planned

To continue with this work, a better performance than most other councils.

Barriers to achieving good performance

In the current economic climate it will be a challenge to sustain this level of performance over the next few years.

Accountable Strategic Director: Terry Parkin
Last Updated - 24/04/2012

Strategy: 3.3.4 Improve planned dischargerates for clients

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress update: improve planned discharge rates for clients	Brian Doughty - Head of Service Adults Assessment	Ongoing	01/04/2011	31/03/2012	

ACTION PROGRESS COMMENTS

Progress so far

When people are well enough to leave hospital but health or social care services are needed to support this, it is important that they are able to be discharged from hospital quickly and safely with the support they need. People do sometimes get delayed in hospital for a range of reasons, some of them linked to NHS services and some of them to social care; these people are sometimes referred to as 'bed blockers' in the media. This is clearly a negative experience for people. The council and NHS have been working together and with other care providers to improve services and avoid delays.

An integrated hospital discharge service has been implemented. This operates extended hours over 7 days a week. Performance has steadily improved: in 2007/08 the average number of delays per week was 41, in 2010/11 it was 26. There has been continued improvement with delays at the end of 2011/12 now averaging in single figures.

Future work planned

Ongoing

Last Updated - 20/03/2012

4. Strengthening Communities & Involving People

4.1 Strong, Inclusive, Cohesive Communities

Strategy: 4.1.1 Communities have shared values and a strong sense of belonging to Brighton & Hove

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress Update: Communities have shared values and a strong sense of belonging to Brighton & Hove	Mary Evans - Commissioner: Communities and Equality	Ongoing	01/04/2011	31/03/2012	

ACTION PROGRESS COMMENTS

Progress so far:

Community Development has been commissioned for 2011/12 to engage people in the most disadvantaged communities. A wide range of groups have been supported and activities have taken place to increase community cohesion, working with people from many different communities of interest and identity. Much of this work has focussed on breaking down real and perceived barriers between disparate communities, such as the 'Bridging the Gap' event, an intergenerational celebration of talent in Portslade, classes for children to learn to speak German and write their name in Chinese in Hollingdean, and the Stoneham Park International Festival.

Community Development work engages a diverse range of individuals and communities. For example, of 2,583 people managing and attending local groups between April-September 2011, 392 (15%) were from BME communities. In the same period 11 of the 200 community groups worked with were specifically BME groups. These include the Hangleton & Knoll Multi Cultural Women's Group and the Moulsecoomb Bangladeshi Women's Group.

Accountable Strategic Director: Charlie Stewart
Last Updated - 24/04/2012

Strategy: **4.1.2 Culture of active citizenship in the city:**

- People at risk of exclusion have support to access to volunteering
- Volunteering is a valued and high quality experience
- Volunteering has a real impact on the economic and social wellbeing of the city

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress so far: Culture of active citizenship in the city: - People at risk of exclusion have support to access volunteering - Volunteering is a valued and high quality experience - Volunteering has a real impact on the economic and social wellbeing of the City	Mary Evans - Commissioner: Communities and Equality	Ongoing	01/04/2011	31/03/2012	

ACTION PROGRESS COMMENTS

Progress so far:

The City Volunteering Strategy was reviewed in April and new actions identified for 2012-13. Discussions relating to how volunteering by City Council workers will support the wider city are being included in projects such as We Live Here. Volunteering as a key issue is being fed into the Joint Strategic Needs Assessment as this underpins much of the resilience of communities.

Accountable Strategic Director: Charlie Stewart
Last Updated - 26/04/2012

Strategy: **4.1.3 Opportunities for people to get involved and influence decision making**

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress update: Opportunities for people to get involved and influence decision making	Mary Evans - Commissioner: Communities and Equality	Ongoing	01/04/2011	31/03/2012	

ACTION PROGRESS COMMENTS

Progress so far:

The Community & Voluntary Sector Forum (CVSF) were commissioned for 2011/12 to support representation from the community and voluntary sector, including neighbourhood groups and communities of interest. The new Representatives Council has now embedded well and what has been key is that the CVSF representatives have scrutinised the budget setting process. Representatives sit on city partnerships and also influence decision making through a number of specialist network groups, including Children and Young People Network; Housing Network; and Mental health Network.

The Community Development commission supports people from neighbourhoods to get involved locally, through mechanisms such as community associations, action groups, fora and LATs (Local Action Teams).

CVSF has launched and is developing a number of new networks with a focus on community groups, equalities and Health and Wellbeing, and is supporting a new and more streamlined group of CVSF representatives who are regularly coming together as a 'reps council' to steer and take decisions around CVSFs representative activities has enabled

a more effective approach of gaining collective voice. CVSF has also developed its information provision to make it more accessible. The result is that the sector is becoming more informed, stronger lines of communication are being developed within the sector and with partners, and there is clearer and ever more effective representation of CVSF members' views through the new CVSF reps and structures. The CVSF co-ordinates and publishes "Position Statements" which represent its members' collective views on key citywide issues.

Future work planned:

The council plans to pilot new neighbourhood governance. The consultation for this has now closed and processes are being developed to establish two pilots later this year.

Accountable Strategic Director: Charlie Stewart

Last Updated - 26/04/2012

4. Strengthening Communities & Involving People

4.2 Individuals are able to improve their quality of life

Strategy: 4.2.1 Support individuals and communities including seldom heard sections of the community to ensure they are provided with the information, advice and support needed to develop their confidence, skills, knowledge and ability to:

- Engage with services
- Engage in local decision-making
- Understand and engage with democratic processes

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress update: Support individuals and communities including seldom heard sections of the community to ensure they are provided with the information, advice and support needed to develop their confidence, skills, knowledge and ability to: <ul style="list-style-type: none"> - Engage with services - Engage in local decision-making - Understand and engage with democratic processes 	Mark Wall - Head of Democratic Services	Ongoing	01/04/2011	31/03/2012	

ACTION PROGRESS COMMENTS

Progress so far

The council has explored the use of web-casting and interactive media for the City Assembly and Cabinet Member Meetings. E-petitions are a constant form of engagement, over the last year there have been 41 with 5 debates at Full Council in July and October resulting from e-petitions.

Future Plans

The council is planning further Democracy Workshops and have a list of potential groups who have requested these. There are currently 5 e-petitions running on the council web site.

Barriers to success

Available resources to provide the workshops, the council has lost 3 members of the team. Coping with introducing the new Committee System and vast amounts of change as a result.

Accountable: John Barradell

Last Updated - 01/05/2012

Strategy: 4.2.2 Increased opportunities for individuals and communities to take control over the issues that affect their lives in order to:

- meet their needs
- contribute to their economic and social opportunities
- build active and inclusive communities based on mutual respect

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
<p>Progress update: Increased opportunities for individuals and communities to take control over the issues that affect their lives in order to:</p> <ul style="list-style-type: none"> - meet their needs - contribute to their economic and social opportunities - build active and inclusive communities based on mutual respect <p>ACTION PROGRESS COMMENTS</p> <p>Progress so far:</p> <p>Community Development provides support to individuals and communities to get involved in their neighbourhood and influence service provision. Under the Sustainable Community Strategy's aims of Strengthening Communities and Involving People, the Community Development Commissioning Programme has supported 14 neighbourhoods, approximately 2,500 people, 200 community groups, 216 community events and 77 funding applications, which has brought in an additional £181,163 into neighbourhoods in the city during April – September 2011. Resident involvement, engagement and empowerment have increased significantly and there are many more people active in their communities. This programme of work underpins engagement work carried out by the council and its partners and is an essential part of the process which enables that work to happen.</p> <p>The council plans to pilot new neighbourhood governance. The consultation for this has now closed and processes are being developed to establish two pilots later this year.</p> <p>Accountable Strategic Director: Charlie Stewart Last Updated - 26/04/2012</p>	Mary Evans - Commissioner: Communities and Equality	Ongoing	01/04/2011	31/03/2012	

4. Strengthening Communities & Involving People

4.3 Support a Thriving Third Sector – Indicators to be confirmed

Strategy: 4.3.1 High quality and accessible support services for the third sector

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
<p>Progress update: High quality and accessible support services for the third sector</p> <p>ACTION PROGRESS COMMENTS</p> <p>Progress so far:</p> <p>The Community & Voluntary Sector (CVSF) forum is commissioned to provide voice, influence, networking, information and representation for the community & voluntary sector. Other infrastructure organisations who provide services such as training & development, and support for small groups, receive strategic grants. A partnership of the infrastructure organisations, supported by the city council, has been successful in a bid to government for the resources to transform the local infrastructure support, to enable effective support for the sector in the future.</p> <p>CVSF led on the development of a partnership for this TLI (Transforming Local Infrastructure) bid. Brighton and Hove's bid is made up of a partnership between Brighton and Hove Community and Voluntary Sector Forum; Brighton and Hove Volunteer Centre; Impetus; South East Wellbeing Consortium; The Business Community Partnership/Skills Exchange; and The Trust for Developing Communities.</p> <p>The Working Together Project was also part of this partnership until their closure at the end of March 2012. This bid aims to merge services provided by a number of providers into a single new infrastructure organisation which would provide continuity of service; better diagnosis of support needs; a unified voice for the sector and create efficiencies and economies of scale that would ensure long term sustainability for infrastructure provision.</p>	Mary Evans - Commissioner: Communities and Equality	Ongoing	01/04/2011	31/03/2012	

CVSF has continued to work with the ChangeUp partners and other agencies to ensure that the needs of the community and voluntary sector, in terms of support services, are met. As part of the TLI bid the CVSF held a number of sessions on what CVS groups want from their support services. This is now being built into the CVSF's Work Plan for 2012-13.

Accountable Strategic Director: Charlie Stewart
Last Updated - 26/04/2012

Strategy: 4.3.2 City commissioning values the benefit, and contributions of the 3rd Sector

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress update: City commissioning values the benefit, and contributions of the third sector	Mary Evans - Commissioner: Communities and Equality	Ongoing	01/04/2011	31/03/2012	
ACTION PROGRESS COMMENTS					
Progress so far: The new city commissioning processes include a commitment to best practice in the involvement of the community & voluntary sector. The pilot commissions tested this out and included both representatives of the sector and the groups themselves in their processes. The council's Commissioning Board includes representation from the Community & Voluntary Sector forum and their input has shaped much of the work.					
Accountable Strategic Director: Charlie Stewart Last Updated - 25/04/2012					

Strategy: 4.3.3 High quality and consistent community representation and influence across the public sector and partnership

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress update: High quality and consistent community representation and influence across the public sector and partnership	Mary Evans - Commissioner: Communities and Equality	Ongoing	01/04/2011	31/03/2012	
ACTION PROGRESS COMMENTS					
Progress so far: The Community & Voluntary Sector Forum (CVSF) continues to support and develop a number of representatives to sit on partnership and council bodies. This will include representation in the Council's Scrutiny process of the budget setting for 2012/13. The CVSF has worked to ensure that the needs, priorities and aspiration of communities are heard, understood and considered in the design and development of services, policy and strategy. CVSF staff and reps met with a number of representatives from the new council administration to build relationships and discuss the needs and priorities of the sector and its client groups. A hustings event prior to the most recent local elections enabled CVSF members to directly question key citywide decision makers.					
In addition, the CVSF have been involved in or organised the following: Youth Service review; Meeting with Clinical Commissioning Group; Child Poverty and Youth Service Strategy Workshop; Reports to PSB (Public Service Board); Workshop on IC (Intelligent Commissioning).					
Accountable Strategic Director: Charlie Stewart Last Updated - 26/04/2012					

Strategy: 4.3.4 An informed voluntary and community sector engaged collaboratively in decision making

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress update: An informed voluntary and community sector engaged collaboratively in decision making	Mary Evans - Commissioner: Communities and Equality	Ongoing	01/04/2011	31/03/2012	
ACTION PROGRESS COMMENTS					

Progress so far:

The Community & Voluntary Sector Forum (CVSF) continues to support and develop a number of representatives to sit on partnership and council bodies. This included representation in the Council's Scrutiny process of the budget setting for 2012/13.

CVSF is working closely with the TDC (Trust for Developing Communities) to strategically develop its Small Community Groups Network so that it complements the work of the TDC's Neighbourhoods Network and offers maximum opportunity for smaller groups and volunteers to get involved and influence decision making .

The CVSF co-ordinates and publishes "Position Statements" which represent its members' views on key citywide issues .

The Sector is well informed about issues that affect it such as local and national policy , strategy developments and Commissioning through resources such as: Dialogue, CVSF's e-newsletter; CVSF website with access to 'themed' policy information and news; Information on new reps and reps council sent to all CVSF members; and Procurement training.

Accountable Strategic Director: Charlie Stewart

Last Updated - 26/04/2012

Strategy: 4.3.5 A strong and resilient voluntary and community sector that delivers high quality services for individuals and communities in the city

Responsibility		Action Status	Start Date	End Date	% Comp.
Mary Evans - Commissioner: Communities and Equality		Ongoing	01/04/2011	31/03/2012	

ACTION PROGRESS COMMENTS

Progress so far:

The Council's grants programme continues to support the community & voluntary sector through the provision of resources for core funding and specific activity.

Strong lines of communication continue to exist within the sector and with its partners. Community & Voluntary Sector Forum (CVSF) has continued to offer a quality enquiries and signposting service to residents, communities and public sector partners through email and telephone, and to circulate information through the CVSF email-list. CVSF now has a social media presence on Facebook, Twitter and Youtube where it can share information with the sector and partners in alternative formats. CVSF is developing themed email-lists to better facilitate 'themed' policy discussions, and continues to maintain a generic email list, a Children & Young People list, a mental health network list, and an environment list.

CVSF continues to support the sector to meet up in 'theme' based network meetings: Children and Young People Network; Housing Network; and Mental health Network. This year CVSF has also launched several new networks: Small Community Groups Network; Equalities Network; Health and Wellbeing Network; and a virtual Enterprise & Learning Network. CVSF is also supporting a Safeguarding Sector Group which was launched this year and the Intelligent Commissioning Reference Group. CVSF has held a number of one-off events to bring together the sector and partners. This regular bringing together of members under themed meetings enables the sector to regularly share information and talk about the needs of their clients and communities. Key council and Primary Care Trust officers also attend these meetings to share information across sectors .

The CVSF, Trust for Developing Communities (TDC), Black and Minority Ethnic Community Partnership (BMECP), Federation of Disabled People and Brighton and Hove City Council developed a showcase engagement event in February 2012. This event showcased effective engagement in the City that highlighted how engagement reduces inequality. The event outcomes showed the resilience and effectiveness of how community and voluntary sector organisations are engaging with and developing appropriate services for residents in the city and directly showed how some residents were gaining skills and developing activities that address their needs in being active citizens,

Accountable Strategic Director: Charlie Stewart

Last Updated - 26/04/2012



5. Improving Housing & Affordability

5.1 Improving Housing Supply

Strategy: 5.1.1 Increase the supply of affordable rented housing

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress update: Increasing supply of affordable rented housing	Jugal Sharma - Lead Commissioner, Housing	Ongoing	01/04/2011	31/03/2012	
<p>ACTION PROGRESS COMMENTS</p> <p>Progress so far</p> <p>There are 65 affordable homes in the development programme for 2011/12, 55 rented, 10 shared ownership. The council will continue to work with providers, developers, planning colleagues and the Homes and Communities Agency to enable the delivery of affordable housing in the City.</p> <p>Barriers to success</p> <p>Due to the downturn in the economy and lack of new house building the overall target of 230 new affordable homes per year will not be achieved.</p> <p>Accountable Strategic Director: Geoff Raw Last Updated - 10/05/2012</p>					

Strategy: 5.1.2 Improve and develop deprived neighbourhoods

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress update: Improve and develop deprived neighbourhoods	Jugal Sharma - Lead Commissioner, Housing	Ongoing	01/04/2011	31/03/2012	
<p>ACTION PROGRESS COMMENTS</p> <p>Progress so far</p> <p>An initial survey has identified opportunities for the development of 800 new homes over the next 10 years in Council housing estates and the council are working with tenants to progress development opportunities however funding is expected to be a particular challenge.</p> <p>The first phase of the Building New Council Homes, Ainsworth House started on site in February 2012, and will deliver 15 council homes for rent. The second phase of the project includes proposals to build 35 new housing units on vacant sites. These projects are a vital element of our long term regeneration plans for the City and also demonstrate our commitment to tackling the desperate need for more affordable homes in Brighton & Hove.</p> <p>Future work planned</p> <p>All new developments will include a local labour plan. The council will work with Mears Group on meeting the Education, Employment and Training (EET) aspects of the council housing maintenance contract and development of social enterprise opportunities such as void clearance and white goods recycling. Work is ongoing with the Local Labour Scheme Co-ordinator to develop employment opportunities in construction/building and identifying potential EET opportunities in other contracts such as Lift Maintenance and repair etc.</p> <p>Accountable Strategic Director: Geoff Raw Last Updated - 25/04/2012</p>					

Strategy: 5.1.3 Provide opportunities for households to move to larger homes or downsize as their needs change

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress update: Provide opportunities for households to move to larger homes or downsize.	Jugal Sharma - Lead Commissioner, Housing	Ongoing	01/04/2011	31/03/2012	

ACTION PROGRESS COMMENTS

Progress so far

The lack of suitable sites in the City can require high density developments not suitable for large amounts of family homes. This combined with the economic downturn impact on building is resulting in 11% (7 of 65) of the new affordable housing developed this year being 3 bedroom homes. To mitigate the impact of this those downsizing from three bedroom homes are prioritised for homes on all new developments in the City through the Local Lettings Plan.

Accountable Strategic Director: Geoff Raw
Last Updated - 25/04/2012

Strategy: 5.1.4 Make the best use of the housing stock

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress update: Freeing up homes for families in need.	Jugal Sharma - Lead Commissioner, Housing	Ongoing	01/04/2011	31/03/2012	

ACTION PROGRESS COMMENTS

Progress so far

The council's underoccupation officer has been successful in freeing up 26 homes for families in need by helping people to downsize. Not only were 19 of these homes 3-bed or larger, but 8 households were helped to move into the private sector from council housing.

The Local Delivery Vehicle (LDV) has successfully borrowed £28.5 million to refurbish 499 council homes to house some of the city's most vulnerable residents and also help modernise thousands of the council's homes to meet the Decent Homes Standard. The first batch of properties was leased to the LDV on 1 November 2011 with the second batch in February 2012.

Future work planned

To address homelessness pressures the council are continuing to procure long term higher quality temporary accommodation (on 5-10 year leases) in the private rented sector as an alternative to B&B and other unsuitable temporary accommodation.

Accountable Strategic Director: Geoff Raw
Last Updated - 25/04/2012

Strategy: 5.1.5 Help households become home owners

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress update: help householders become home owners	Jugal Sharma - Lead Commissioner, Housing	Ongoing	01/04/2011	31/03/2012	

ACTION PROGRESS COMMENTS

Progress so far

During 2011/12 10 homes were developed for low cost home ownership. The council will continue to work with providers, developers, planning colleagues and the Homes and Communities Agency to enable the delivery of affordable housing in the City.

Barriers to success

Due to the downturn in the economy and lack of new house building the target will not be achieved.

Accountable Strategic Director: Geoff Raw
Last Updated - 25/04/2012

5. Improving Housing & Affordability

5.2 Improving Housing Quality

Strategy: 5.2.1 Work with home owners and landlords to maintain and improve the quality of their housing

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress update: Work with home owners and landlords to maintain and improve the quality of housing in the private sector	Jugal Sharma - Lead Commissioner, Housing	Ongoing	01/04/2011	31/03/2012	
<p>ACTION PROGRESS COMMENTS</p> <p>Progress so far</p> <p>90% of non-decent homes in the city are in the private sector (rented & owner occupied) and housing contributes 42 per cent of our total carbon emissions. In 2010-11 the Private Sector Housing Renewal programme in Brighton & Hove delivered the following key outputs:</p> <ul style="list-style-type: none"> • 392 tonnes of CO2 saved • 231 homes with vulnerable residents made decent or moved towards decency, involving a range of measures from minor repairs and/or security work to major renovation • 737 energy efficiency measures installed, including 25 renewable energy solar thermal hot water systems. • 20 empty properties bought back into use with renewal assistance for leasing to homeless households. This was out of a total of 154 long-term empty privately owned properties brought back into use in 2010/11. • 161 Disabled Facilities Grant (DFG) completions, and more than £140,000 for other adaptations in the private sector that were not able to be funded via DFG. Private sector renewal programme provided £440,000 funding to support the Government's £660,000 Disabled Facilities Grant 2010/11 allocation as well as additional disabled assistance over and above mandatory grant. • 1000 handyperson jobs for vulnerable residents. • Over 100 Home Safety and Security audits. • 14 home improvement loans via not for profit community finance partnership with loans totalling £129,508 completed <p>Future work planned</p> <p>The 2008-2011 Brighton & Hove and East Sussex Together (BEST) private sector housing renewal capital funding programme has now come to an end. The Government announced as part of the Comprehensive Spending Review in the autumn of 2010 that further funding for private sector housing renewal would not be made available. In light of this it was agreed to carry forward some existing capital funding into 2011/12. This was to ensure sufficient support remains available to vulnerable & eligible households for ongoing commitments and to ensure that continued levels high performance are maintained around: decent homes; empty properties; home energy efficiency; & disabled adaptations during 2011/12. £2.83m BEST funding has been carried over into 2011/12. There are already significant commitments against this remaining budget.</p> <p>Delivery of the renewal assistance programme is subject to availability of capital funding resources. The council is currently reviewing the private sector Housing Renewal Policy based on the end of the current programme and availability of future funding.</p> <p>Accountable Strategic Director: Geoff Raw Last Updated - 25/04/2012</p>					

Strategy: 5.2.2 Reduce fuel poverty and minimise CO2 emissions

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress update: Reduce fuel poverty and reduce co2 emissions	Jugal Sharma - Lead Commissioner, Housing	Ongoing	01/04/2011	31/03/2012	
<p>ACTION PROGRESS COMMENTS</p> <p>Progress so far</p>					

2011-12- first half year achieved 163.5 tons of CO2 savings (target of 225 tons). Underachievement due to reduced promotional activity on all grants and suspension of some schemes to ensure we manage within available resources. Success with Warm Homes Insulation grants in previous years mean there are now fewer un-insulated homes in the city that can be assisted through this grant. Budget constraints are impacting on availability of grants and the number of measures installed; in addition, previous successes have left remaining homes "harder to treat".

17 solar PV (Photo Voltaic) installations were completed on council housing prior to 12th December 2011 (date of planned Feed In Tariff reduction).

Future work planned

Free insulation available through Warm Homes Insulation grant.

Options appraisal shows approximately 1,600 dwellings suitable for solar PV (in council housing stock). The appraisal identified that a solar PV scheme has the potential to provide lifetime carbon dioxide savings of over 48,000 tonnes through an estimated capital expenditure in the region of £15 million. Cabinet on 22 Sept 2011 agreed approval of a capital programme budget up to a maximum of £15m for Solar Photovoltaic Panels on council housing stock to be financed through unsupported borrowing funded by the Feed In Tariff payment. We anticipated the scheme to have a potential net present value (NPV) surplus, in the region of £9 million for 1,600 properties after repayment of borrowing. The Government, as part of a wider consultation, has proposed a reduction in Tariff rates far in excess of the levels anticipated by the sector and which risks the schemes viability. As a result the business case will be remodelled, based on the new tariff rates and will outline options once the Government's consultation has closed and key issues confirmed. Consideration to be given to models for Council involvement in the Green Deal and Energy Company Obligation due to be launched in Autumn 2012. There are a number of opportunities; wide ranging in terms of scale, required investment, impact and opportunity for partnership working. We anticipate that these options will be further assessed over the next months to ensure that Brighton & Hove is in a strong position to maximise the benefits presented by the Green deal both in addressing CO2 emissions and climate change and in tackling fuel poverty for residents.

Barriers to success

Solar PV – Availability of finance is key, particularly as rates of return are now likely to be lower than originally projected. The council is currently finalising specification and evaluation of preferred procurement framework for the delivery of this project should it prove to be viable after remodelling in light of the review, we are also identifying if there are opportunities within existing programme of works for smaller/targeted installation programmes. The council continues to engage closely with tenants on development and delivery of Solar PV on Council housing. In addition to the potential CO2 savings of this project it can also assist tenants at risk of fuel poverty through cheaper electricity bills.

Last Updated - 10/05/2012

Strategy: 5.2.3 Develop the Brighton & Hove standard for high quality and well maintained council housing and improve tenants' homes to ensure that they meet the standard

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress update: Ensure the council's housing stock meets the Brighton & Hove standard through a programme of works delivered in partnership between the council and Mears Group.	Nick Hibberd - Assistant Director, Housing Management	Ongoing	01/04/2011	31/03/2012	
ACTION PROGRESS COMMENTS					
Progress so far					
The Repairs & Improvement Partnership with Mears has made good progress with improving the quality of the council's housing stock and has met this years target of bringing 88% of the council's housing stock up to the Decent Homes Standard. This follows on from meeting the 74% target last year and means that over 10,000 of the 12,000 council homes in the city are now decent.					
This year the partnership has delivered:					
736	Kitchens				
273	Bathrooms				
950	Boilers				
471	Re-wires				

1652 Properties with new doors

Further work has been done with residents and councillors on the Housing Management Consultative Committee around communicating how the council delivers the Decent Homes Standard and particularly the detail of what works are carried out when a property fails the standard. The council's Property & Investment team has recently published a four year investment programme that builds on our target to deliver Decent Homes in full by the end of 2013.

Accountable Strategic Director: Geoff Raw
Last Updated - 26/04/2012

Strategy: 5.2.4 Work with owners to bring more of the city's long term empty homes back into use

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress update: Bringing empty homes in the private sector back into use.	Jugal Sharma - Lead Commissioner, Housing	Ongoing	01/04/2011	31/03/2012	

ACTION PROGRESS COMMENTS

Progress so far

On track with 73 empty homes brought back into use since April and at least 153 empty privately owned properties will be brought back into use this financial year. End of Q3 figures are 117 back in use (76% of annual target of 153 –on target) with 21 of those leased to the council.

The council continues working with owners to bring properties back into use - and as a last resort using enforcement action and Compulsory Purchase Orders. 17 of the homes brought back into use have been on long term leases with the council for homeless families.

Barriers to success

Funding for refurbishment will end in March 2012 impacting on future years work.

Accountable Strategic Director: Geoff Raw
Last Updated - 26/04/2012

Strategy: 5.2.5 Ensure new housing is developed to the latest standards

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress update: Ensure new housing is developed to the latest standards (Code for Sustainable Homes and Lifetime Homes Standard)	Jugal Sharma - Lead Commissioner, Housing	Ongoing	01/04/2011	31/03/2012	

ACTION PROGRESS COMMENTS

Progress so far

Aim for 100% affordable homes being developed this year meet at least Level 4 of the Code for Sustainable Homes and also the Lifetime Homes Standard. In addition, target of 10% new affordable homes to be developed specifically for wheelchair users.

Accountable Strategic Director: Geoff Raw
Last Updated - 26/04/2012

5. Improving Housing & Affordability

5.3 Improving Housing Support

Strategy: 5.3.1 Support households to make informed choices about their housing options

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress update: Support Households to make informed choices about their housing options	Jugal Sharma - Lead Commissioner, Housing	Ongoing	01/04/2011	31/03/2012	
ACTION PROGRESS COMMENTS					
Progress so far A monthly bulletin for staff to use with those in housing need has been developed . This details the number of private sector homes available to rent in the city and neighbouring towns, and breaks these down into property size and households type, highlighting the availability of suitable homes that fall within housing benefit Local Housing Allowance limits . A housing options guide for people with a Learning Disability has been produced and there is a dedicated housing options specialist for this client group . Work to include private rented homes in the Homermove magazine and to move overcrowded households into leased properties is currently under review . Accountable Strategic Director: Geoff Raw Last Updated - 26/04/2012					
Strategy: 5.3.2 Provide adaptations and support to households and their carers					
Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress update: Adults Providers delivery - provide adaptations and support to households and their carers	Denise D'Souza - Lead Commissioner People	Ongoing	01/04/2011	31/03/2012	
ACTION PROGRESS COMMENTS					
Progress so far: In the month of January 2012 the integrated Community Equipment Service (which provides equipment for both social care and NHS) received 306 social care referrals for equipment, which resulted in 434 items of equipment being delivered and 97.53% of these were delivered within a week. Future work planned: Over the coming months Adult Care Commissioning and Housing Commissioning in the council will explore how to provide a more integrated service in relation to adaptations . Accountable Strategic Director: Terry Parkin Last Updated - 10/05/2012					
Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress update: Provide adaptations and support to householders and carers	Jugal Sharma - Lead Commissioner, Housing	Ongoing	01/04/2011	31/03/2012	
ACTION PROGRESS COMMENTS					
Progress so far: The Housing Adaptations Occupational Therapy (HAOT) team attends housing viewings with disabled applicants to support & advise on the suitability of the property, adapted to meet long term needs or suitability to adapt, making best use of the accessible housing stock and reducing the pressure on the Housing & Revenue Account adaptations budget. Jan 2011 HAOT and the housing Estates Services launched the minor works without delay initiative , simplifying and speeding up access to minor adaptations for council tenants. In the first six months the neighbourhood response team completed 41 jobs 100% completed within the target 10 days. There have been 63 Disabled Facilities Grant completions, investing £466K in major housing adaptations in the private sector to enable people to live as independently as possible for as long as possible in their own homes with a further commitment (grants approved not completed) of £670K. Future work planned					

Minor adaptations; in March 2012 members of the neighbourhood response team will have completed Enhanced Assessor training to assess and install a wider range of minor adapts and equipment. In April 2012 promotion and publicity are planned.
Decent Homes; the HAOT team continuing to work closely with Mears on the Decent Homes programme to deliver adaptations alongside decent homes work and to more pro-actively manage the demand for major adaptations.

Accountable Strategic Director: Geoff Raw
Last Updated - 26/04/2012

Strategy: 5.3.3 Prevent homelessness and rough sleeping

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress update: Working to prevent homelessness and rough sleeping	Jugal Sharma - Lead Commissioner, Housing	Ongoing	01/04/2011	31/03/2012	

ACTION PROGRESS COMMENTS

Progress so far:

Last Official Rough Sleeper count in November 2011 was 37, a significant increase from 14 recorded in previous year. Crime Reduction Initiatives (CRI) Rough Sleepers Team are refocusing resources to work with rough sleepers new to the streets to provide earlier interventions to help people avoid becoming entrenched in street life, and are actively supporting people to find somewhere to live. Around 65% of rough sleepers in the city come from outside the area and over 250 people a year are supported to find accommodation solutions outside Brighton and Hove. The council has supported a successful voluntary sector bid from CRI and Brighton Housing Trust from the Homelessness Transition Fund, which brings an additional £248k into the city over the next two years which will directly support rough sleepers off the street and into accommodation .

Further innovative services have been commissioned, including: Sussex Nightstop which provides emergency accommodation for young people; Recovery Mentor Service which trains ex rough sleepers to mentor those who are accessing hostels for the first time after long periods of street life and other services, in line with the Governments No Second Night Out Strategy. This seeks to ensure that rough sleepers get the right help at the right time to prevent them arriving on or returning to the streets.

The city's Severe Weather Emergency Shelter for rough sleepers this year over the course of two weeks accommodated between 19 and 36 people a night and delivered some positive outcomes for people who have accessed other services such as mental health accommodation and treatment, a detox support project, and one client has been reconnected with their family.

Barriers to success

Numbers of rough sleepers have been recorded as rising across the UK and a similar picture has been noted in Brighton & Hove. This is presenting extra pressures on services to deliver more in an environment where resources are mainly staying the same or reducing.

Accountable Strategic Director: Geoff Raw
Last Updated - 26/04/2012

Strategy: 5.3.4 Reducing worklessness, community cohesion, reducing anti-social behaviour, and reducing inequality

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress update: Reducing worklessness, community cohesion, reducing anti-social behaviour, and reducing inequality	Leighe Rogers - Director Brighton and East Sussex Local Delivery Units	Ongoing	01/04/2011	31/03/2012	

ACTION PROGRESS COMMENTS

Progress so far:

Research shows that homelessness and poor housing are significant criminogenic needs and that access to good quality housing with appropriate tenancy support is a key factor in re-integrating offenders into the community and reducing re-offending. The majority of offenders face multiple disadvantages in the housing market because of problems

additional to their criminal record, such as unemployment, substance misuse, poor family and social integration, poor educational attainment and lack of basic and other key skills.

Surrey and Sussex Probation Trust in partnership with BHCC supports offenders to help then find , access and keep appropriate housing in order to reduce offending and in this way enhance community safety. Complex offenders are referred to specialist services and into temporary units where they receive a housing support service , for example: Glenwood Lodge; PHASE 1; William Collier House. Any provision includes the scope to move offenders from supported accommodation into more mainstream rental provision with Registered Social Landlords and floating support.

Accountable Strategic Director: Charlie Stewart
Last Updated - 30/04/2012

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress update: Support provided through the Supporting People programme	Jugal Sharma - Lead Commissioner, Housing	Ongoing	01/04/2011	31/03/2012	

ACTION PROGRESS COMMENTS

Progress so far

The Supporting People programme continues to help 4,800 households maintain their independence and quality of life. These services are reducing the need for more intensive and costly alternatives saving the city's public sector more than £30m per annum after costs are taken into account. Targets are being exceeded with 72% of service users in short term services being supported to move on in a planned way and 99% of long term service users either sustaining or increasing their independence.

Satisfaction rates in respect of dealing with Anti-Social Behaviour cases is exceeding the national average (96% compared to 68%) with 89% of tenancies sustained despite a caseload 28% higher than the national average. Residents and staff are working on action plan to improve community involvement in tackling ASB.

Future work planned

Supporting People are supporting ongoing education, employment and training opportunities within homelessness and supported housing such as Business Action on Homelessness; Step by Step Literacy and Numeracy project; Accredited Life skills programmes; Accommodation for Work Project; First Base Day centre and social enterprises (DINE; Sussex Central Social enterprise with Mears). An Interreg Bid has been made for targeted education, employment and training initiatives for residents in council housing stock. We are also working with DWP/JCP to minimise impact of the Welfare Reform Bill on housing and homeless clients.

Accountable Strategic Director: Geoff Raw
Last Updated - 26/04/2012

Strategy: 5.3.5 Work to ensure student housing provides a positive contribution to students' lives and the city

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress update: Student Housing Strategy related actions plus additional programmes of work	Jugal Sharma - Lead Commissioner, Housing	Ongoing	01/04/2011	31/03/2012	

ACTION PROGRESS COMMENTS

Progress so far

Under the Student Housing Strategy (see <http://www.brighton-hove.gov.uk/index.cfm?request=c 1188834>) work is ongoing with the Universities to consider options for purpose built student housing (such as on the Preston Barracks site) to manage pressures from an expanding student population and also encourage fewer students to live in the city's family sized housing.

In addition, the Council's Private Sector Housing service is looking at options for implementing additional HMO licensing in studentified areas of the city. It would require landlords and managers to meet appropriate personal and professional standards of conduct; the upgrading of poorer buildings to minimum health and safety standards including fire safety; and the sufficient day-to-day management and supervision of the buildings to help reduce antisocial behaviour.

The University of Brighton and the Council have joined forces to provide a joint 'social lettings agency'. In return for higher accommodation standards and value for money, landlords are being offered the opportunity of long term contracts, guaranteed rent, and management of the entire lettings process. Targeted neighbourhoods will benefit from these combined resources to effectively deal with housing management including aspects of anti-social behaviour that can arise.

The Private Sector Housing team is currently consulting on proposals to extend HMO licensing in five wards with high concentrations of smaller HMO's not currently covered by our existing mandatory scheme.

Barriers to success

There has been increased interest recently by the development industry in building 'speculative' purpose-built student housing at a time when the viability of the building market / affordable housing has declined. This is putting pressure on sites the council wants to see developed for needed market or affordable housing .

Accountable Strategic Director: Geoff Raw

Last Updated - 10/05/2012

6. Living within Environmental Limits and enhancing the environment

6.1 A low carbon city

Strategy: 6.1.1 Low carbon economy

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress update: Low carbon economy	Thurstan Crockett - Head of Sustainability	Ongoing	01/04/2011	31/03/2012	

ACTION PROGRESS COMMENTS

The city's Climate Change Strategy (CCS) was adopted by Brighton & Hove's Strategic Partnership (BHSP) in December 2011 and approved by the Public Service Board a month earlier. The strategy provides a framework to bring together and build on the range of city commitments and policies already in place, to focus effort and work over the next 4 years and beyond in becoming a 'low carbon city, adapting well to climate change'. The CPP sub outcomes low carbon economy, low carbon transport and low carbon homes feed into low carbon city and align directly with the CCS.

Progress so far:

The business champion for a low carbon local economy is the Executive Director of the Brighton & Hove Business Forum and runs the city's Economic Partnership as well as being a member of the City Sustainability Partnership (CSP). Work in this area has been strengthened with the Chamber of Commerce's Green Business Group, through its new partnership representative, and another new business representative has joined the CSP from the Sustainable Energy Working Group.

Progress has been made against the recommendations of the council's Environmental Industries Scrutiny Panel to develop the globally competitive environmental industries sector in the city. An 'Open Space' business consultation event was held in February 2012 to establish, "What is needed to grow the size, creativity and impact of the environmental sector in our city?", and some 70 participants developed themes that are now being prioritised and taken forward via a working group.

Facilitating 'energy efficient private, public & third sector organisations', progress has been made in improving co-ordination of council business support offers in resource efficiency and local procurement. However, this work could still be promoted more widely. Carbon reduction is being tracked through the Low Carbon Essentials programme, a free, accessible service that can help businesses across the South East find out how to save on energy bills and improve their carbon footprint, as well as reduce waste. Links are being established through the Brighton and Hove Strategic Partnership (BHSP) and Public Service Board (PSB) members (via CSP members and specialists including University of Brighton, University of Sussex and Sussex NHS Trust) to share understanding and good practice in carbon reduction plans.

Future work planned:

- The City Economic Strategy is to be reviewed and revised to integrate the 'low carbon economy' outcome from the Climate Change Strategy and Brighton and Hove City Council's Corporate Plan.
- An eco tourism strategy is planned for the city which aligns to the objectives of sustainable tourism .
- The City Employment & Skills Group has identified working up proposals for an Eco Tech Business Park in the city as a priority for future job creation and is exploring setting up a network of environmental businesses. This will help foster well developed environmental knowledge and skills.

Barriers to achieving good performance:

While cutting carbon through resource efficiency is an important driver , especially for large employers, other concerns about the impact of the recession dominate and the public sector budget squeeze may make it difficult to develop greater support for the business community .

Fragmentation of policies and programmes, and lack of focus could lead to other cities becoming more competitive in attracting investment in environmental industries. There is an opportunity for the Brighton and Hove City Plan (previously known as the council's Core Strategy) to influence aspiration and achievement in Brighton and Hove as a sustainable city if programmes (e.g. One Planet, Climate Change Strategy, Economic Strategy, Transport Plan, Climate Change Strategy, Biosphere Reserve work) are effectively aligned.

Accountable Strategic Director: Geoff Raw
Last Updated - 30/04/2012

Strategy: 6.1.2 Low carbon buildings

Responsibility		Action Status	Start Date	End Date	% Comp.
Thurstan Crockett - Head of Sustainability		Ongoing	01/04/2011	31/03/2012	

ACTION PROGRESS COMMENTS

Progress so far:

The CPP sub outcomes low carbon economy, transport and homes feed into low carbon city and this framework aligns directly with the Climate Change Strategy.

A review of existing programmes, policies and strategies has been undertaken to inform the development of the Climate Change Strategy, and the 'low carbon homes and buildings' outcome.

The council began the procurement of Solar Photovoltaic (PV) panels for council houses and corporate buildings, however changes in the Government's 'Feed in Tariff' rate affected the financial viability of this work, and it has been significantly scaled down.

A new Sustainability Checklist developed by the council's City Planning department has to be completed by developers for all residential planning applications involving new builds and conversions, incorporating an embodied energy calculator. The Eco-Open Houses event in September 2011 raised awareness of energy efficiency and sustainable energy solutions in homes and buildings.

Brighton & Hove community, voluntary, private and public sector groups have developed partnerships to work on projects that contribute to reducing carbon emissions and adapting to climate change. Brighton & Hove 10:10, Brighton Energy Co-operative, the Low Carbon Trust and Brighton Peace and Environment Centre, working with community partners, were successful in winning £250,000 in government funds under the Local Energy Assessment Fund for projects delivered successfully by 31 March 2012. Together they:

- Carried out 175 home energy surveys, 150 of which were completed by the Green Building Partnership
- Carried out energy surveys on Hollingdean and Hanover community centres (with energy efficiency measures to be installed in April)
- Worked with Hanover Action for Sustainable Living, Hanover 10:10 and the Hollingdean Development Trust to hand out more than 200 energy saving packs containing simple to

install energy efficiency measures such as energy meters and draught-proofing kits

- Created a home energy self-assessment survey for use by anyone in the city
- Published guidance on how to cut bills and make your home more energy efficient, where to go to find grants to do so and advice for tenants and landlords
- Re-launched the Green Pages — a directory, listing green products and services in the city
- Raised awareness of how to stop wasting energy in the home and cut energy bills
- Written retrofit planning guidance, which will help homeowners assess what energy efficiency technologies work for them and what planning permission they may require
- Drafted a Planning Advice Note (PAN) on external wall insulation for use by planners, developers, architects and facility managers.
- Created a computerised graphic of a typical Hanover street clad in external wall insulation
- Researched the viability of a buyer's club, which would allow residents to bulk purchase energy efficiency measures and thus qualify for a discount

A wider partnership has won funding to develop a bid for the next stage of the Big Lottery's 'Communities Living Sustainably' fund with a significant further focus on expanding some of these carbon reduction projects.

The Warm Homes scheme has been extended until October 2012.

City carbon emissions (NI186) data has been analysed, and a target of 4% per year validated to align with the longer term city 2020 target of a 42% reduction on CO2 emissions.

Future work planned:

- A review of sustainability performance standards of general planning procedures in the city, specifically reviews of the council's Local Development Framework supplementary planning document (SPD08), the City Plan and the Site Allocations Development Plan Document.
- The council is currently evaluating its role in the Green Deal, due to be launched by Government in October 2012.

Barriers to achieving good performance:

There is currently no national funding being distributed to the council for private sector housing renewal and therefore new options for investment to reduce carbon emissions from the private rented sector would need to be identified.

Accountable Strategic Director: Geoff Raw
Last Updated - 10/05/2012

Strategy: 6.1.3 Low carbon transport

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress update: Low carbon transport	Thurstan Crockett - Head of Sustainability	Ongoing	01/04/2011	31/03/2012	

ACTION PROGRESS COMMENTS

Progress So Far:

This outcome aligns directly with the Climate Change Strategy.

Also see the Sustainable Transport section of this document (7.1.1), as this area of work is relevant to both sections.

Carbon reduction from transport is a high priority in the council's Local Transport Plan 3 (LTP3), the transport strategy for the city (approved in May 2011). To support this, the council successfully secured over £4 million from the government's Local Sustainable Transport Fund (LSTF) for the A270 Lewes Road corridor in mid-2011. This project involves key partners such as Southern Rail, Brighton & Hove Buses, Sussex and Brighton Universities, the Primary Care Trust, and the Engineering and Physical Sciences Research Council.

Continued investment in low emission technology, such as electric vehicle charging points, will also contribute towards reducing carbon emissions. There are currently eight charging points in the city, including two new charging points in Madeira Drive.

Work has also been undertaken to review and update the council's Climate Change Strategy, including the compilation of an adaptation risk register including flood and drainage issues, which will help identify the ways in which transport can support other citywide and council initiatives to reduce carbon emissions.

Future work planned:

- The LSTF Lewes Road project has started to be implemented and include:
- Upgrades to public transport facilities such as real time bus signs, bus shelters and accessible bus stops
- Improvements for pedestrians, buses and cyclists
- Improved links to the new South Downs National Park, and; provision of sustainable travel information and incentives to residents, school children and university students

A review of existing electric vehicle charging points will be undertaken in order to assess how future provision can be developed. A further £20,000 from the LTP capital programme has been allocated for 2012/13 to assist in the management and development of the charging point network.

The Local Transport Plan includes activities which include:

- Encouraging a transfer to lower carbon forms of transport, such as buses
- Encouraging zero carbon options, such as walking & cycling; changed travel behaviour (e.g. greater use of car sharing)
- Reducing the need to travel (e.g. through more sustainable business practices)

Barriers to Future Performance

- Adequate progress in vehicle and engine technology development and adoption. Associated initial costs and the cultural shift required (ie adapting to charging times) to increase the uptake of electric vehicles are recognised by the Department for Transport (DfT) as being potential barriers to progress in this area.
- Ensuring adequate levels of funding are secured to support and expand existing projects, and develop new initiatives.
- Meeting targets set for carbon reduction is reliant on the combined efforts of partners, stakeholders, local communities and residents
- The council is reliant on popular support during consultations for sustainable transport options and initiatives that reduce carbon emissions
- Sufficient change in travel behaviour to lower carbon transport alternatives such as walking, cycling and public transport.

Accountable Strategic Director: Geoff Raw

Last Updated - 10/05/2012

Strategy: 6.1.4 Increasing the use of renewable and sustainable energy sources

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress update: Increasing the use of renewable and sustainable energy sources	Thurstan Crockett - Head of Sustainability	Ongoing	18/10/2011	31/03/2012	

ACTION PROGRESS COMMENTS

Progress so far:

This sub outcome aligns directly with the Climate Change Strategy.

The council's Scrutiny Panel on the city's 'Renewable Energy Potential' made 13 recommendations, and provides a valuable evidence base for this issue as well as a mechanism for tracking progress. The Panel's main themes included looking at the national and regional policies and opportunities for renewable energy, looking at other authorities for good practice, considering the successes and barriers that had been experienced by renewable energy installers in Brighton and Hove, and how the Council could encourage the growth of renewable energy.

The Sustainable Energy Working Group is now a sub-group of the City Sustainability Partnership and is developing a work programme.

A council officer group has been convened to re-establish focus in delivering the Environment and Sustainability Overview and Scrutiny Commission's recommendations on Renewable Energy Potential in the city. Work is now in progress to develop a council policy for sustainable energy and clear position in the city, linking to the Sustainable Energy Working Group.

Future work planned:

A city Energy Study is being commissioned by the Planning Team to inform City Plan Part 2.

Barriers to achieving good performance:

Uncertainty for investors created by further changes to the 'Feed in Tariff rate' and delays to the 'Renewable Heat Incentive' are once again changing the incentives underpinning investment in renewables.

Dedicated resourcing for this work has not been identified locally and limited further progress will be made without renewed city ambition, leadership and focus leading to additional resourcing.

Accountable Strategic Director: Geoff Raw

Last Updated - 27/04/2012

6. Living within Environmental Limits and enhancing the environment

6.2 A city adapted well to climate change

Strategy: 6.2.1 Robust planning in place for climate change adaptation

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress update: Robust planning in place for climate change adaptation	Thurstan Crockett - Head of Sustainability	Ongoing	18/10/2011	31/03/2012	

ACTION PROGRESS COMMENTS

Progress so far:

Phase 1 of the city Surface Water Management Plan (flood modelling) has been completed and the Environment Agency has published a Preliminary Flood Risk Assessment for the city (see <http://www.environment-agency.gov.uk/research/planning/135538.aspx>)

Coastal study funding has been secured from the Environment Agency.

A Local Climate Impact Profile study (see: <http://www.ukcip.org.uk>), using national methodology has been undertaken. This tool is designed to enable local authorities to understand how their council services are affected by historical climate events and how they can learn from such experience to adapt to a future climate. Basic analysis of Climate Projections has been undertaken and further work is required.

Drought planning is well underway for the council and all its operations and a business briefing on drought is planned for May 3 as part of business continuity planning.

The key short term risk has been and continues to be drought and detailed risk work has been undertaken to reduce the impact of drought on the city.

Future work planned:

Phase 2 of the Surface Water Management Plan will be completed by June 2013. Brighton Marina to River Adur Flood and Coastal Erosion Risk Management Strategy work will start.

The Local Climate Impact Profile work made steps towards raising awareness of climate change adaptation across the organisation within Brighton and Hove City Council. Much more could be done across the city to improve resilience and preparedness, including detailed analysis of the local climate projections, a comprehensive assessment of risks and opportunities of our changing climate and a community engagement programme to increase resilience in severe weather.

An adaptation group has been convened with a remit to agree the best approach in taking forward actions identified in the Local Climate Impact Profile (LClip) work, and regional links are being explored through the Environment Agency, who now is the responsible authority for Climate Change Adaptation.

Joint working opportunities are also being explored with neighbouring local authorities, organisations and public sector bodies. A workshop was held with members of the Sussex Sustainability Network (local authority officers) to share progress on climate change work across the region, learn from each other and identify opportunities for joint working.

Climate Local will shortly be re-launched (in May 2012) to replace the Nottingham Declaration, and this will provide a framework and greater opportunity for regional collaboration, and well as opportunity for the city to re-state its commitment to tackling climate change – both carbon reduction and adapting to climate change.

Barriers to achieving good performance:

Resource constraints make it difficult to undertake further projections work.

Accountable Strategic Director: Geoff Raw
Last Updated - 02/05/2012

6. Living within Environmental Limits and enhancing the environment

6.3 Less waste creation in the city and cost effective, sustainable management of waste that is created

Strategy:

6.3.1 Reduction of waste and increased levels of reuse, recycling and composting

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress Update: Reduction of waste and increased levels of reuse, recycling and composting	Jan Jonker - Head of Strategy	Ongoing	07/11/2011	31/03/2012	

ACTION PROGRESS COMMENTS

Progress So Far:

Draft Waste Strategy approved by Environment Transport & Sustainability Cabinet Members Meeting, and consultation is currently underway - due to be completed end of April 2012.

The consultation on communal recycling is completed and the decision to proceed with trial was agreed by Environment, Transport & Sustainability CMM in January. The trial is to commence in April 2012.

Expression of interest submitted to DCLG 'Supporting Weekly Collections' Fund. The proposal is to submit a bid to roll communal recycling out in the city centre subject to the trial being successful.

Interreg funding bid for food waste collection completed and submitted. Decision on whether bid is successful in June 2012. Successful bid will require match funding. The business case for a commercial waste collection trial in the Business Improvement District area is being progressed.

Future work planned:

Future action plan set out in Waste Management Strategy Review;

Barriers to Future Performance

Food waste collection trial is subject to Interreg bid being successful and match funding being secured.
Roll out of communal recycling is subject to the trial being successful and the DCLG funding bid being successful.

Accountable Strategic Director: Geoff Raw
Last Updated - 01/05/2012

6. Living within Environmental Limits and enhancing the environment

6.4 Increase and conserve levels of biodiversity in the city

Strategy: 6.4.1 Increased habitat connectivity

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress update: Increased Habitat Connectivity	Jan Jonker - Head of Strategy	Ongoing	07/11/2011	31/03/2012	
ACTION PROGRESS COMMENTS					
Progress So Far: Surveys of potential Sites of Nature Conservation Importance (SNCIs) are now completed. The data is being compiled for consideration by independent selection panels later in the year. When selected, the new SNCIs will form an important component of the citywide green network.					
Future work planned: Public engagement work on the draft Biodiversity Action Plan scheduled to start May/June 2012. This will include consultation on the proposed city-wide green network which will form the basis for improving habitat connectivity.					
Barriers to Future Performance: Careful planning is needed to ensure the consultation is efficient and effective .					
Accountable Strategic Director: Geoff Raw Last Updated - 01/05/2012					

Strategy: 6.4.2 Important species and habitats and sites are defined, conserved; their favourable conservation status achieved

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress update: Important species and habitats and sites are defined, conserved; their favourable conservation status achieved	Jan Jonker - Head of Strategy	Ongoing	07/11/2011	31/03/2012	
ACTION PROGRESS COMMENTS					
Progress So Far: The council has published a draft Local Biodiversity Action Plan (BAP) for the city. The BAP identifies the most important habitats and species locally, assesses their nature conservation status and sets out the actions needed to ensure a favourable conservation status is achieved for them. The draft BAP is available to view on the CityWildlife Forum – see http://www.citywildlife.org.uk/forum					
Future work planned: Public engagement work on the draft Biodiversity Action Plan scheduled to start May/June 2012.					
Barriers to Future Performance: Careful planning is needed to ensure the consultation is efficient and effective .					

Accountable Strategic Director: Geoff Raw
Last Updated - 01/05/2012

Strategy: 6.4.3 Measurable benefits to communities and the economy

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress update: Measurable benefits to communities and to the economy	Jan Jonker - Head of Strategy	Ongoing	07/11/2011	31/03/2012	
<p>ACTION PROGRESS COMMENTS</p> <p>Progress So Far: The Biosphere Partnership and the South Downs Chalk Partnership have successfully won Defra funding as one of twelve Nature Improvement Areas in England . NIAs will take forward an initiative to create large, discrete areas that will deliver a step change in nature conservation, delivering significant improvements for wildlife and people. The initiative includes over £100,000 Defra funding for Brighton and Hove.</p> <p>Future work planned: Public engagement work on the proposed Biosphere Reserve scheduled to start May/June 2012. Habitat creation work, beginning with 'B banks' for butterflies and bees, has commenced and will be ongoing in public spaces across Brighton and Hove through the year.</p> <p>Barriers to Future Performance: Careful planning is needed to ensure the consultation is efficient and effective .</p> <p>Accountable Strategic Director: Geoff Raw Last Updated - 01/05/2012</p>					

7. Promoting Sustainable Transport

7.1 Improving health and tackling climate change

Strategy: 7.1.1 Reducing carbon emissions

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress update: Reducing carbon emissions	Andrew Renaut - Head of Transport Policy and Major Projects	Ongoing	01/04/2011	31/03/2012	
<p>ACTION PROGRESS COMMENTS</p> <p>Progress So Far: Carbon reduction from transport is a high priority in the council's Local Transport Plan 3 (LTP3), the transport strategy for the city (approved in May 2011). To support this, the council successfully secured over £4 million from the government's Local Sustainable Transport Fund (LSTF) for the A270 Lewes Road corridor in mid-2011. This project involves key partners such as Southern Rail, Brighton & Hove Buses, Sussex and Brighton Universities, the Primary Care Trust, and the Engineering and Physical Sciences Research Council.</p> <p>Continued investment in low emission technology, such as electric vehicle charging points, will also contribute towards reducing carbon emissions. There are currently eight charging points in the city, including two new charging points in Madeira Drive.</p> <p>Work has also been undertaken to review and update the council's Climate Change Strategy , including the compilation of an adaptation risk register including flood and drainage issues, which will help identify the ways in which transport can support other citywide and council initiatives to reduce carbon emissions.</p>					

Future work planned:

The LSTF Lewes Road project has started to be implemented and include:

- Upgrades to public transport facilities such as real time bus signs, bus shelters and accessible bus stops
- Improvements for pedestrians, buses and cyclists
- Improved links to the new South Downs National Park, and provision of sustainable travel information and incentives to residents, school children and university students

A review of existing electric vehicle charging points will be undertaken in order to assess how future provision can be developed . A further £20,000 from the LTP capital programme has been allocated for 2012/13 to assist in the management and development of the charging point network.

The Local Transport Plan includes activities which include :

- Encouraging a transfer to lower carbon forms of transport, such as buses
- Encouraging zero carbon options, such as walking & cycling; changed travel behaviour (e.g. greater use of car sharing)
- Reducing the need to travel (e.g through more sustainable business practices)

Barriers to Future Performance

- Adequate progress in vehicle and engine technology development and adoption . Associated initial costs and the cultural shift required (ie adapting to charging times) to increase the uptake of electric vehicles are recognised by the Department for Transport (DfT) as being potential barriers to progress in this area.
- Ensuring adequate levels of funding are secured to support and expand existing projects, and develop new initiatives.
- Meeting targets set for carbon reduction is reliant on the combined efforts of partners , stakeholders, local communities and residents
- The council is reliant on popular support during consultations for sustainable transport options and initiatives that reduce carbon emissions
- Sufficient change in travel behaviour to lower carbon transport alternatives such as walking , cycling and public transport.

Accountable Strategic Director: Geoff Raw

Last Updated - 10/05/2012

Strategy: 7.1.2 Improving air quality

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress update: Improving air quality	Andrew Renaut - Head of Transport Policy and Major Projects	Ongoing	01/04/2011	31/03/2012	

ACTION PROGRESS COMMENTS

Progress So Far:

Improvements to transport provision feature prominently in the council's new Air Quality Action Plan (AQAP) [see <http://www.brighton-hove.gov.uk/index.cfm?request=c 1001183>], which has strong links to Local Transport Plan (LTP3) [see <http://www.brighton-hove.gov.uk/index.cfm?request=c 1146323>] and the new Sussex Low Emission Strategy, which include improving traffic flow, influencing decisions people make when travelling, and introducing cleaner vehicles to the city. The council has completed works jointly with West Sussex County Council, to deliver transport improvements in the Shoreham Harbour area through the government's Community Infrastructure Fund (CIF). This location is within the city's Air Quality Management Area (AQMA) and the funding has helped to upgrade and improve traffic signals at 7 junctions in the area, reducing congestion and benefiting all road users.

Future work planned:

Continued investment in measures to improve air quality will be undertaken using Local Transport Plan funding . Projects such as Brighton Station Gateway, improved car park signing and 'intelligent' traffic signals will help to reduce congestion and keep traffic moving , while the construction of the A270 Old Shoreham Road cycle route and improvements for public transport passengers such as real-time information and accessible bus stops provide incentivise public transport use and contribute towards reducing

car use.

Monitoring of air quality levels has shown that improvements have been recorded in recent years. However, additional monitoring across the city has also shown that there are other sites with poorer air quality such as areas adjacent to the AQMA (Portslade Old Village, the main roads surrounding Preston Park and Ditchling Road to Five Ways). A more detailed assessment is required for the junction of Preston Drive and Preston Road (A23) and a distinct local area remote from the existing AQMA in Rottingdean High Street. Particular focus will also be placed on addressing the contribution of diesel-fuelled and heavy vehicles to local air pollution.

Barriers to Future Performance

- As with reducing carbon emissions, adequate progress in vehicle and engine technology development and adoption is required to reduce emissions and improve air quality.
- Sufficient change in travel behaviour is required, to reduce road traffic levels.

Accountable Strategic Director: Geoff Raw
Last Updated - 27/04/2012

Strategy: 7.1.3 Increasing levels of walking and cycling in the city

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress update: Increasing levels of walking and cycling in the City	Andrew Renaut - Head of Transport Policy and Major Projects	Ongoing	01/04/2011	31/03/2012	

ACTION PROGRESS COMMENTS

Progress So Far:

The council continues to help businesses develop and deliver sustainable approaches to transport with Workplace Travel Plans, through voluntary participation and the planning system. Surveys have shown an average reduction in driver-only car use of nearly 10%. The now well-established Brighton & Hove Travel Plan Partnership meets regularly and continues to welcome new members. Consideration has recently been given to the Royal Sussex County Hospital 3 T's development, and the Amex Community Stadium.

The School Travel Plan programme includes many activities to support access to schools. Significant numbers (700+) of children have received road safety pedestrian training, and 15 school crossing patrols also continue to operate across the city, serving 20 schools. There has also been a focus on promoting and providing training and facilities for scooters in at least 3 schools.

The development and delivery of the new Safer Routes to School scheme in the South Portslade area has continued to assist movement to and from a number of schools. The council has now completed its involvement in the EU-funded MMOVE project, which promoted examples of transport successes in the city and considered the transferability of a school 'bike train' initiative, in partnership with the council's Bike-It officer.

Future work planned:

The council will continue to request and secure Travel Plans through the planning system, and ensure that existing plans are fully implemented, and work with the Travel Plan Partnership. Funding from the LTP will be used to help match-fund improved transport provision at a number of sites. Analysis of staff travel surveys from 25 sites across the city using the iTrace software will provide some new information on travel patterns. The next Travel Plan Partnership meeting will be held in mid 2012.

Officers will continue to work with schools that do not have School Travel Plans, or require their plan to be reviewed and updated, especially those that are privately run. Continued support and advice for schools through the provision of road safety education, training and publicity will help to ensure that safe and sustainable transport is promoted and used for the journey to school.

A new programme of Safer Routes to School projects will be developed to continue to improve journeys to school.

Barriers to Future Performance

- Maintaining and growing the travel plan partnership and resourcing this work.
- There are private and public schools that are yet to sign up to the travel plans . One of the key challenges is engaging with these schools effectively to encourage them to sign up to the process.

Accountable Strategic Director: Geoff Raw
Last Updated - 27/04/2012

7. Promoting Sustainable Transport

7.2 Keeping the city moving

Strategy: 7.2.1 Improving access to jobs and schools

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress update: Improving access to jobs and schools	Andrew Renault - Head of Transport Policy and Major Projects	Ongoing	01/04/2011	31/03/2012	

ACTION PROGRESS COMMENTS

Progress So Far:

The council continues to help businesses develop and deliver sustainable approaches to transport with Workplace Travel Plans , through voluntary participation and the planning system. Surveys have shown an average reduction in driver-only car use of nearly 10%. The now well-established Brighton & Hove Travel Plan Partnership meets regularly and continues to welcome new members. Consideration has recently been given to the Royal Sussex County Hospital 3 T's development, and the Amex Community Stadium.

The School Travel Plan programme includes many activities to support access to schools . Significant numbers (700+) of children have received road safety pedestrian training, and 15 school crossing patrols also continue to operate across the city, serving 20 schools. There has also been a focus on promoting and providing training and facilities for scooters in at least 3 schools.

The development and delivery of the new Safer Routes to School scheme in the South Portslade area has continued to assist movement to and from a number of schools. The council has now completed its involvement in the EU-funded MMOVE project, which promoted examples of transport successes in the city and considered the transferability of a school 'bike train' initiative, in partnership with the council's Bike-It officer.

Future work planned:

The council will continue to request and secure Travel Plans through the planning system, and ensure that existing plans are fully implemented, and work with the Travel Plan Partnership. Funding from the LTP will be used to help match-fund improved transport provision at a number of sites. Analysis of staff travel surveys from 25 sites across the city using the iTrace software will provide some new information on travel patterns . The next Travel Plan Partnership meeting will be held in mid 2012.

Officers will continue to work with schools that do not have School Travel Plans, or require their plan to be reviewed and updated, especially those that are privately run. Continued support and advice for schools through the provision of road safety education, training and publicity will help to ensure that safe and sustainable transport is promoted and used for the journey to school.

A new programme of Safer Routes to School projects will be developed to continue to improve journeys to school .

Barriers to Future Performance

- Maintaining and growing the travel plan partnership and resourcing this work.
- There are private and public schools that are yet to sign up to the travel plans . One of the key challenges is engaging with these schools effectively to encourage them to sign up

to the process.

Accountable Strategic Director: Geoff Raw
Last Updated - 27/04/2012

Strategy: 7.2.2 Increased use of car clubs and public transport

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress update: Increase use of car clubs and public transport	Andrew Renaut - Head of Transport Policy and Major Projects	Ongoing	01/04/2011	31/03/2012	

ACTION PROGRESS COMMENTS

Progress So Far:

Until late 2011, there were approximately 70 dedicated on-street parking spaces for vehicles provided in the city by two car club operators – City Car Club and Streetcar. Streetcar has subsequently withdrawn its operation and discussions are required to ascertain how their members and access to vehicles will be managed. The council will continue to support car club use and try to help meet residents' demands for increased access to cars. These requests are usually addressed alongside other similar requests e.g. disabled driver bays, through the current 6-monthly Traffic Regulation Order advertisement process and therefore there is no cost to the car club operator. Some bays are also provided in association with planning agreements, and the costs of their implementation are paid by the developer.

Bus passenger journeys were estimated to have risen from 40 million to 41 million in 2010 and the very recently released results of the National Transport and Highways (NHT) Network survey has also shown that levels of satisfaction with local bus services in the city are the highest in the country [full details of the survey can be found at <http://nhtsurvey.econtrack.co.uk/>]. This demonstrates the work done by bus operators in partnership with the council is continuing to be successful and benefiting local residents.

Work is continuing on the design and construction of more accessible bus stops in the city, most recently in Church Road, Hove. An Area Network Review of supported bus services was carried out in July and August 2011 which involved full consultation with elected members, user groups, and community groups and data assimilated from requests made by members of the public. This has informed the consideration of the future provision of the supported bus network.

Building on its reputation for having one of the best taxi licensing policies in the country, the council has been instrumental in achieving a number of improvements in both taxi operation and passenger provision recently. These have been achieved with the help of the city's Taxi Forum. Improvements include:

- A new complaints procedure and leaflet
- Increasing the age limit for a wheelchair accessible vehicles from 10 to 12 years
- Approval of the phased introduction of closed circuit television (CCTV) in all vehicles
- Better promotion of accessible taxi/Private Hire Vehicle services to taxi voucher recipients.

Future work planned:

Further consideration will now be given to how the city's car club network will operate with one operator. This will include a review of the overall distribution of vehicles; their location e.g. inside and outside parking zones; levels of use of vehicles/spaces by residents; and consideration of how other authorities manage/accommodate car club operators.

The council will continue to develop its Quality Bus Partnership, working with bus operators to facilitate co-operative working on shared outcomes. In particular, the upgrading of the real-time information system will be progressed to enable people to have better access to information and the development of Smartcard technology for bus passengers is being supported and promoted. Through comprehensive and inclusive consultation, increasing the provision of accessible bus stops will continue, with particular emphasis on providing improvements in the outlying areas of the city where current provision is needs attention. The operation of supported bus network contracts due for commencement in September 2012 is under review.

The city council will continue to lobby for improved rail services when required and work with Southern Railways on further provision of passenger shelters, cycle storage facilities,

and additional CCTV cameras on routes to and from stations, alongside small-scale works to improve station access, especially those stations that serve the Lewes Road corridor.

In order to progress the improvement of taxi services in the city, the council plans to review the Taxi Forum's terms of reference; additional improvements will be sought to taxi licensing including wheelchair accessible vehicle specifications; a survey to establish levels of unmet demand for taxi services will be undertaken and CCTV will be required to be provided.

Barriers to Future Performance

- Reduction in access to car club membership
- Achieving greater distribution of car club vehicles across the city.
- Maintaining continued and increased levels of access to public transport.

Accountable Strategic Director: Geoff Raw

Last Updated - 27/04/2012

7. Promoting Sustainable Transport

7.3 Keeping people safe

Strategy: 7.3.1 Reducing road related injuries

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress update: Reducing road related injuries	Andrew Renaut - Head of Transport Policy and Major Projects	Ongoing	01/04/2011	31/03/2012	

ACTION PROGRESS COMMENTS

Progress So Far:

The Council has continued to work with Sussex Safer Road Partnership (SSRP) and other stakeholders to deliver a joint programme of enforcement, road safety engineering schemes, education, training and campaigns aimed at reducing casualties particularly amongst our most vulnerable road user groups, including cyclists, pedestrians, powered two-wheelers (motorcyclists and mopeds) and young drivers (16 – 25yrs). This work has included 'Bikeability' cycle and child pedestrian training, the 'Share the Road' campaign encompassing the 'Exchanging Places' cycle safety initiative and pedestrian distraction awareness, the summer anti drink/drug driving campaign and New Driver Awareness courses.

The Road Safety Team has attended numerous events to promote road safety and provide advice to all types of road user, including those associated with changes made to the operating times of School Keep Clear zones to improve safety outside schools, as well as the 'White Night' festival.

Future work planned:

Continuing the programme of engineering, education, training and publicity but also focusing on seasonal issues; including tackling the reducing conspicuousness of cyclists and pedestrians during the darker conditions of autumn and winter, and the Christmas anti drink/drug driving campaign. The Road Safety Team will attend various events and will continue with ongoing partnership work.

The council is playing an active part in developing the new 2012–2015 business plan for the Sussex Safer Roads Partnership (SSRP). This will secure the future of the current valuable partnership working and enable us to develop the education linked to enforcement programmes that are widely accepted as an effective way to change driver /rider behaviour, i.e. offering education instead of fines and penalty points, for those offenders identified as suitable for such a sanction.

The implementation of two pilot 20mph speed limit areas has started in Portslade and Stanford, and changes to some speed limits will be implemented over various stretches of

the City's A and B Class roads, following recommendations of the Speed Limit Review. Scoping the creation of a large 20mph speed limit across a substantial area within the City centre will continue with £500k worth of funding in 2012/13.

Collision data will continue to be monitored to investigate the causes of collisions and this data-led approach will enable the most effective and efficient targeting of the limited resources which are available

Barriers to Future Performance

The City's night time economy can be clearly linked to casualties, especially in the area of Kings Road and West Street. Despite the provision of better pedestrian crossing facilities, wider refuges and time controlled Vehicle Activated Signs, pedestrians under the influence of drink/drugs being involved in collisions is still a concern, as are distractions such as mobile phones and personal music players.

The interaction between different types of road user and a blame culture where each group blames the other for road safety issues is hindering progress, and we aim to promote the 'Share the Road-Share the Responsibility' message even harder in the next 6 months in order to raise awareness of the personal responsibility each road user has for making the roads safer for all to use.

Accountable Strategic Director: Geoff Raw
Last Updated - 27/04/2012

7. Promoting Sustainable Transport

7.4 Maintaining the city's transport infrastructure

Strategy: 7.4.1 Improved road and pavement condition

Action	Responsibility	Action Status	Start Date	End Date	% Comp.
Progress update: Improved roads and pavement condition	Andrew Renaut - Head of Transport Policy and Major Projects	Ongoing	01/04/2011	31/03/2012	
<p>ACTION PROGRESS COMMENTS</p> <p>Progress So Far:</p> <p>The council has almost completed its 2011/12 programmes of resurfacing or reconstructing roads and footways to address locations with poor surfaces. All of this work has been funded from the Local Transport Plan (LTP).</p> <p>Future work planned:</p> <p>The 2011/12 works programme for the LTP will continue and be completed before the end of March 2012. Further work is planned for 2012/13 with allocations of nearly £1.5 million from the LTP capital programme.</p> <p>Barriers to Future Performance</p> <p>Reductions in levels of revenue funding for preventative maintenance.</p> <p>Accountable Strategic Director: Geoff Raw Last Updated - 27/04/2012</p>					

OVERVIEW AND SCRUTINY COMMITTEE

Agenda Item 17

Brighton & Hove City Council

Subject:	Organisational Health Report 2011/12		
Date of Meeting:	Policy and Resources – 14 th June 2012 OSC 10th September 2012		
Report of:	Strategic Director, Resources		
Lead Member:	Cabinet Member for Finance & Resources		
Contact Officer:	Name:	Paula Black	Tel: 29-1740
	Email:	paula.black@brighton-hove.gov.uk	
Key Decision:	No		
Ward(s) affected:	All		

FOR GENERAL RELEASE

1. SUMMARY AND POLICY CONTEXT:

- 1.1 The Organisational Health Report (OHR) is a set of key measures around our finance and general organisational management, our workforce and meeting the needs of our customers, and some sustainability measures. The OHR suite of indicators will support the Strategic Leadership Board and the Corporate Management Team in their management of the organisation.
- 1.2 This Organisational Health report has one appendix showing the annual performance trends over the last 3 years.
- 1.3 Appendix 1 – The Annual Organisational Health Report – showing the annual performance trends over the past 3 financial years where data is available
- 1.4 The report was presented to Policy and Resources Committee in June 2012. The report follows to Overview and Scrutiny Committee for information and contains additional performance information that has since become available.
- 1.4 The performance indicators included in the organisational health report are under regular review and are still being enhanced. In future this report will include more outward facing customer satisfaction indicators when the results of the telephone based reputation tracking research, known as the “city tracker” are available. The update to the Corporate Plan could also identify indicators for inclusion in future.

2. RECOMMENDATIONS:

- 2.1 That the Committee note the progress made against the performance indicators set out in Appendix 1.

3. RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS:

3.1 Summary of Organisational Health performance in 2011/12

3.1.1 Performance across the current suite of indicators is in the main on or better than target.

The following indicators show off target performance for the year 2011/12:

- Workforce Data: BV011c the Percentage of the top 5% of earners who declare they have a disability
- Complaints: Total number of stage one complaints upheld or partially upheld and the Total number of complaints to the Local Government Ombudsman (LGO)

3.2 Areas of outstanding performance

3.2.1 An ambitious target to pay 80% of small and medium sized (SME) businesses within 10 days was exceeded this year this has been a dramatic improvement from 48% to 83% in two years.

3.2.2 The average monthly spend on Agency workers and numbers employed both reflect reductions on last year.

3.3 Performance Details

3.2.1 Finance:

- The budget and vfm savings results are provisional pending P&R approval. The latest position on overall Vfm savings achieved is £7.529m against an original target of £7.752m – i.e. 97.1% of target achieved. This includes an over-achievement of 62.7% (£3.284m) by Children's Services against the Children's VFM target (£2.019m)
- The invoice processing measures for standard invoice payments continue to improve year on year to 94.45% paid within 30 days which is above the target for 2011/12.
- Collections of money due continue to show year on year improvement and are above target for 2011/12 (0.65% above target performance in council tax collections means £650,000 more income for the council), a significant achievement given the economic conditions. Business rates collections also came in at 98.55% above target for 2011/12 (0.25% above target performance means £250,000 though this goes to the government pool not directly to the council).

3.2.2 Workforce data:

- The workforce information is obtained from the new HR system. The sickness data shows a large drop compared to last year and analysis of the sickness reporting patterns is being undertaken which will be combined with the findings from a recent audit will help to inform improvements to the data quality. Currently this data is marked as indicative.
- Some of the workforce targets are based on 2001 census data which will be updated when information is made available from the 2011 census (this level of

detail from the census will be available in November 2012). There is little movement in the top 5% of earners in the current financial climate, so any further progress on these indicators is likely to be long term.

- The council has introduced a 'Living Wage' and is working to reduce the pay gap between the highest and the lowest paid. The median pay for the council's Chief Officers is 3.17 times the median pay of all employees who are not Chief Officers. (*This is based on the 12 month period to February 2012.)

3.2.3 **Accessibility:**

- % of authority buildings open to the public with all public areas suitable for and accessible to people with disabilities shows continued year on year improvement to 85.29% which is above the target for 2011/12.

3.2.4 **Complaints:**

- Stage one complaints are down by nearly 200 cases against the previous year from 1,822 to 1,639. The most significant reductions are in Benefits & Revenues, City Clean, Sustainable Transport, City Parks and Sport & Leisure. Benefits and Revenues have reduced their complaint levels through the systems re-engineering work so that issues and concerns are dealt with at point of contact thereby preventing escalation to formal complaint. Speed of handling payments has been improved.
- The percentage upheld or partially upheld for stage two complaints has reduced against the previous year.
- There was an increase in the most complex cases that are reviewed by the Local Government Ombudsman (LGO) though it should be noted that the LGO has worked hard to make its services accessible to the public and this is thought to have contributed to the increase in complaints reaching the LGO. A provisional report from the Ombudsman states that they investigated only 40 cases and there has been a significant reduction in the number of cases where the LGO has recommended the council take action to resolve the complaint.

3.2.5 **Sustainability:**

- End of year energy consumption and carbon footprint data for 2011/12 will be available after June 2012, once our Carbon Reduction Commitment data has been prepared.
For 2012/13 carbon budgets have been set for our carbon footprint, this targets a 4% reduction across gas, electricity, oil (for civics, schools and landlord level housing), fleet, street lighting and some areas of staff travel. Action plans have been developed by the service leads for these areas.
- Water meter readings are not taken systematically across the estate and bills are based on some readings by Southern Water and some on estimated readings. Automated Meter Reading will help address this issue and procurement of this valuable service is underway. In the meantime, water meter readings at two major buildings have been taken every month since Sept 10 (Brighton Centre) and since June 11 (Hove Town Hall).

4. **COMMUNITY ENGAGEMENT AND CONSULTATION**

- 4.1 This is an internal performance management tool that has been developed in consultation with lead officers and the Strategic Leadership Board.

5. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 5.1 The organisational health performance indicators evidence progress against business plans and delivery against value for money targets.

Finance Officer Consulted: Anne Silley

Date: 21st May 2012

Legal Implications:

- 5.2 There are no legal implications arising from this report.

Lawyer consulted:

Elizabeth Culbert

Date: 18th May 2012

Equalities Implications:

- 5.3 The Organisational Health Report includes a number of key equalities indicators that are reported to senior officers on a regular basis.

Sustainability Implications:

- 5.4 The Organisational Health Report includes indicators taken from our Environment Management System (EMS). Some indicators in this section are lagged and will be made reported as an addendum to planned reporting to committee in July.

Crime & Disorder Implications:

- 5.5 None.

Risk and Opportunity Management Implications:

- 5.6 The Organisational Health Report is part of the councils Performance and Risk Management Framework (PRMF) but there are no specific risk management indicators reported.

Corporate / Citywide Implications:

- 5.7 The Organisational Health Report is part of the councils PRMF. The report will have specific implications for teams which will be managed at a team level through business plans.

6. EVALUATION OF ANY ALTERNATIVE OPTION(S):

- 6.1 Through consultation with CMT and SLB the Performance and Risk Management Framework is deemed to be the most suitable model.

SUPPORTING DOCUMENTATION

Appendices:

1. The Organisational Health 2011/12 annual report

Documents in Members' Rooms

None

Background Documents

None

Indicator	2009/10	2010/11	2011/12	Target	2011/12 performance
A01 - Progress towards achieving value for money savings target	£5.3m	£4.3m	£7.529m	£7.75m	● *GREEN
A02 - Percentage variance to budget	-0.10%	-1.20%	-1.93%	0%	● *GREEN
A03 - Percentage variance on corporate critical budgets	2.30%	-0.40%	-6.29%	0%	● *GREEN
BV008 - % of all supplier invoices that are paid within 30 calendar days of receipt	88.40%	90.66%	94.45%	94.00%	● GREEN
BV008 Local - % of invoices from Small or Medium Enterprises paid within 10 working days of receipt	48.39%	75.00%	83.31%	80.00%	● GREEN
BV009 - % of council tax collected	96.48%	96.90%	97.65%	97.00%	● GREEN
BV010 - % of non-domestic rates collected	97.56%	98.21%	98.55%	98.30%	● GREEN
BV011a - % of top 5% of earners that are women	54.24%	54.95%	56.72%	52.00%	● GREEN
BV011b - % of top 5% of earners who declare that they are from an ethnic minority	3.44%	3.52%	3.85%	3.50%	● GREEN
BV011c - % of top 5% of earners who declare that they have a disability	4.40%	4.62%	5.03%	5.50%	● RED
BV011d - % of top 5% of earners who declare that they are LGBT	Not reported in 09/10	15.20%	16.80%	15.20%	● GREEN
BV012a - Number of working days / shifts lost due to sickness absence (non schools)	Data not comparable	10.38	9.13	10	● *GREEN
BV012b - Number of working days / shifts lost due to short term sickness absence (non schools)	Data not comparable	4.57	3.86	none	● GREY
BV012a - Number of working days / shifts lost due to long term sickness absence (non schools)	Data not comparable	5.81	5.27	none	● GREY
BV016a - % of employees who declare that they have a disability (non schools) as a percentage of the total workforce who declare	5.01%	5.87%	6.00%	5.00%	● GREEN

Indicator	2009/10	2010/11	2011/12	Target	2011/12 performance
BV017 - % of staff who declare that they are from an ethnic minority (non schools)	5.32%	5.50%	5.49%	5.00%	● GREEN
BV017local - % of staff who declare themselves as LGBT (non schools)	Not reported in 09/10	12.30%	12.19%	12.00%	● GREEN
BV156 - % of authority buildings open to the public with all public areas suitable for and accessible to people with disabilities	75.47%	80.38%	85.29%	85.00%	● GREEN
C01 - The number of leavers from the council (permanent staff)	Not reported in 09/10	Not reported in 10/11	372	none	● GREY
C02 - The number of leavers from the council (all staff)	Not reported in 09/10	Not reported in 10/11	517	none	● GREY
C03 - The number of new starters at the council (permanent staff)	Not reported in 09/10	Not reported in 10/11	103	none	● GREY
C04 - The number of new starters at the council (all staff)	Not reported in 09/10	Not reported in 10/11	265	none	● GREY
C05 - New HR cases: Capability	Not reported in 09/10	Not reported in 10/11	10	none	● GREY
C06 - New HR cases: Disciplinary	Not reported in 09/10	Not reported in 10/11	54	none	● GREY
C07 - New HR cases: Grievance	Not reported in 09/10	Not reported in 10/11	70	none	● GREY
C08 - New HR cases: Probation	Not reported in 09/10	Not reported in 10/11	4	none	● GREY
C09 - New HR cases: Sickness	Not reported in 09/10	Not reported in 10/11	46	none	● GREY
C10 – Average monthly spend on Agency Workers (£,000's)	£428	£400	£292	£400	● GREEN
C11 – Average monthly number of posts occupied by agency workers	258	247	205	247	● GREEN

Indicator	2009/10	2010/11	2011/12	Target	2011/12 performance
D01 - Total number of Stage 1 complaints	1851	1825	1640	1825	● GREEN
D02 - % of Stage 1 complaints upheld or partially upheld	12%	26%	31%	26%	● RED
D03 - Total number of Stage 2 complaints	157	181	165	181	● GREEN
D04 - % of Stage 2 complaints upheld or partially upheld	25%	32%	25%	32%	● GREEN
D05 - Total number of LGO complaints	57	69	81	69	● RED
D06 - Number of LGO complaints upheld or partially upheld	13	18	7	18	● GREEN
D08 - Health Safety and Wellbeing - Total Incidents - including near miss reports	1060	902	854	none	● GREY
D09 - Health Safety and Wellbeing - RIDDOR reported incidents	112	76	77	none	● GREY
ICE1a - All calls answered monthly	Not reported in 09/10	617,739	556,073	none	● GREY
SU01 - Organisation Wide Electricity Usage (excluding schools) kWh	16.8 million	16.6 million	Result available in June	none	● GREY
SU02 - Organisation Wide Gas Usage (excluding schools) kWh	22.3 million	19.3 million	Result available in June	none	● GREY
SU03 - Water use in Council buildings: Hove Town Hall Site (cubic metre)	Not reported in 09/10	Not reported for all 10/11	2895 (June-Mar)	none	● GREY
SU03a - Water use in Council Buildings: Brighton Centre (cubic metre)	Not reported in 09/10	Not reported for all 10/11	10,013	none	● GREY
SU05 (NI185) – CO2 emissions (tonnes) from local authority Operations (incl schools)	32,722	31,613	Result available in June	30,348 (4% reduction)	● GREY
Median pay for Chief Officers vs median pay for all other staff	Not reported in 09/10	Not reported for all 10/11	3.17	none	● GREY

* = indicative performance

OVERVIEW AND SCRUTINY COMMITTEE

Agenda Item 18

Brighton & Hove City Council

Subject:	Proposal for Budget Scrutiny Panel		
Date of Meeting:	10 September 2012		
Report of:	Strategic Director Resources		
Contact Officer:	Name:	Tom Hook	Tel: 29-1110
	Email:	Tom.hook@brighton-hove.gov.uk	
Ward(s) affected:	All		

FOR GENERAL RELEASE

1. SUMMARY AND POLICY CONTEXT:

1.1 This report sets out a proposed budget scrutiny process for 2013/14 building upon the model utilised last year.

1.2 Members are asked to agree to establish a budget scrutiny panel and co-opt representatives from the third and business sectors.

2. RECOMMENDATIONS:

2.1 That members agree to establish a panel to scrutinise the budget proposals.

2.2 That the Head of Scrutiny, in consultation with the chairs and deputy chairs of OSC and HWOSC, be delegated to find co-opted members from the community and voluntary, and business sectors to serve on the panel.

3. RELEVANT BACKGROUND INFORMATION

3.1 The budget process for 2013/14 and the development of outline proposals for 2014/15 has been set out in the report to 12 July 2012 Policy & Resources Committee. The timetable for budget documents appears as Appendix 1 to this report.

3.2 The 2012/13 budget scrutiny process was by some way the most robust scrutiny of the budget undertaken to date; informal feedback indicates a general level of satisfaction in terms of the information made available, opportunity to question decision-makers and involvement of partners.

3.3 Establishing a Scrutiny Review Panel to consider the budget had a number of advantages over the process in previous years. It allowed for more in-depth questioning, consistency across all areas and for the CVSF to engage with the process.

3.4 The aims of the Panel were:

- To provide cross-party challenge to the budget proposals brought forward by the administration.
- To understand the cumulative affect of budget cuts across the council, city, for service users and providers.
- To begin looking at public service budgets across the piece

- To make recommendations to Cabinet as to how to improve the budget

3.5 For the first time last year a single panel of members scrutinised the whole budget both detailed proposals for 2012/13 and outline proposals for 2013/14. In previous years each scrutiny committee undertook scrutiny of its area. Having a single group of members enabled a more consistent and cross-cutting scrutiny.

3.6 Also for the first time last year a community and voluntary representative was co-opted for the entire process. This allowed the views of the sector to be explored along proposals that were of direct consequence to them; this facilitated a well-informed debate on a number of parts of the budget and added value to the process as a whole.

3.7 There has been some suggestion as to whether greater focus is needed to produce recommendations on specific areas of the budget as a result of the scrutiny process. However experience over the last few years has shown that whilst changes to the draft budget are forthcoming as a result of the scrutiny process developing a political consensus for firm recommendations is considerably more challenging.

3.8 Recommendations have developed in previous years focusing on the actual process of budget setting, most notably on Equality Impact Assessments and the involvement of partners. During the 2012/13 cycle 'key areas of concern and questioning' were developed, by way of circumventing the problem of gaining agreement on recommendations on specific areas of the budget. This allowed issues of concern to all political groups and the CVSF to be highlighted in a non-confrontational manner.

3.9 It is perhaps unsurprising that given the inherently political nature of the budget, and the fact that opposition parties will look to bring forward alternative suggestions, that more challenging recommendations are not forthcoming. In this regard the scrutiny process itself can be seen as adding value by allowing in-depth questioning and challenge to proposals and by adding to the transparency to the budget setting process.

3.10 Building upon the success of last year it is recommended that the Overview and Scrutiny Committee establish a cross party Scrutiny Panel with two Members from each political group. Additionally, developing further the involvement of partners, both the CVSF and the Chamber of Commerce are invited to put forward member(s) to be co-opted onto Budget Scrutiny Review Panel 2013/14.

3.11 The scrutiny process would as in previous years commence immediately following the publication of draft detailed budget proposals for 2013/14 and outline budget proposals for 2014/15 in late November with the aim being to report to OSC in late January and then Policy and Resources Committee in early February.

3.12 The proposed draft budget timetable is attached as appendix 1.

4. COMMUNITY ENGAGEMENT AND CONSULTATION

4.1 It is recommended that co-optees are invited from CVSF and Chamber of Commerce.

5. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 5.1 Scrutiny of budget proposals is a key part of the budget process. The recommendations to this report on the Budget Scrutiny Panel have no direct financial implications.

Finance Officer Consulted: Anne Silley

Date: 01/08/12

Legal Implications:

- 5.2 The power to appoint scrutiny review panels is vested in the Overview & Scrutiny Committee; Part 5, paragraph 2 of the constitution refers.

The Committee may agree the appointment of non-voting co-optees for such a panel. In appointing co-opted members to the panel, regard must be had to both the expertise of the individual and the representative nature of their position.

Lawyer Consulted: Oliver Dixon

Date: 01/08/12

Equalities Implications:

- 5.3 A Budget Scrutiny Panel will consider information included in the Equalities impact Assessment.

Sustainability Implications:

- 5.4 A Budget Scrutiny Panel will consider sustainability implications

Crime & Disorder Implications:

- 5.5 A Budget Scrutiny Panel will consider crime and disorder implications

Risk and Opportunity Management Implications:

- 5.6 A Budget Scrutiny Panel will consider risk and opportunity management implications

Public Health Implications:

- 5.7 A Budget Scrutiny Panel will consider public health implications

Corporate / Citywide Implications:

- 5.8 A Budget Scrutiny Panel will consider corporate/citywide implications

6. EVALUATION OF ANY ALTERNATIVE OPTION(S):

- 6.1 The proposals are based on experience from different styles of budget scrutiny processes in previous years.

7. REASONS FOR REPORT RECOMMENDATIONS

- 7.1 To establish a sound process for scrutinising the budget proposals 2013/14.

SUPPORTING DOCUMENTATION

Appendices:

1. Budget Documents Timetable - Summary

Documents in Members' Rooms

None.

Agenda Item 18
Appendix 1

Proposed 2013/14 Budget Timetable reported to July Policy & Resources		
Date	Meeting	Papers / Activities
11/10/2012	Policy & Resources	TBM 5
29/11/2012	Policy & Resources	TBM 7 Budget Update and Savings
End November / beginning December		Provisional 2013/14 Local Government Finance Settlement
17/1/2013	Policy & Resources	Tax base report
14/2/2013	Policy & Resources	Month 9 Forecasts of 2012/13 budget position General Fund Revenue Budget 2013/14 Housing Revenue Account Budget 2013/14 Capital Programme 2013/14
28/2/2013	Budget Council	

Subject:	Proposal for OSC Urgency Sub-Committee and Constitutional Matters		
Date of Meeting:	10th July 2012		
Report of:	Monitoring Officer		
Contact Officer:	Name: Mark Wall	Tel: 29-1006	
	E-mail: mark.wall@brighton-hove.gov.uk		
Key Decision:	No		
Wards Affected:	All		

For General Release

1. SUMMARY AND POLICY CONTEXT

- 1.1 To provide information on the committee's terms of reference and related matters including the appointment of its urgency sub-committee.

2. RECOMMENDATIONS

- 2.1 That the committee's terms of reference, as set out in Appendix A to this report, be noted; and
- 2.2 That the establishment of an Urgency Sub-Committee consisting of the Chair of the Committee and two other Members (nominated in accordance with the scheme for the allocation of seats for committees), to exercise its powers in relation to matters of urgency, on which it is necessary to make a decision before the next ordinary meeting of the Committee be approved.

3. RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS:

- 3.1 The Council meeting on 26 April 2012 agreed the new constitution for the City Council. The new constitution came into force at the conclusion of the Annual Council meeting on 17 May.
- 3.2 Article 6 of the constitution, incorporates a schedule of all the Committees/Sub-committees established in the new constitution together with a summary of their respective functions.

The Overview and Scrutiny Committee – Terms of Reference

- 3.3 The terms of reference of the Overview and Scrutiny Committee were agreed by Council on the 26th April when adopting the new constitution. This Committee is primarily a commissioning body, co-ordinating the Overview and Scrutiny Work programme and also undertaking limited direct scrutiny of services relating to Place, Communities, Resources and Finance.

- 3.4 A copy of the terms of reference for the committee is attached in Appendix A. These should be read in the context of the 'Introduction and General Delegations' included in the Scheme of Delegations to Committees and Sub-Committees at part 4 of the constitution.

Membership

- 3.5 The membership of the committee is set at 10 Members of the council.
- 3.6 The arrangements for substitute Members to attend meetings of Committees/Sub-Committees, as set out in the Council Procedure Rules 18 to 24, apply to meetings of the Overview and Scrutiny Committee.

Programme Meetings

- 3.7 Following agreement at 16 July OSC there have been changes to the scheduled dates of ordinary meetings during 2012/13. Ordinary meetings of the Overview and Scrutiny Committee now are scheduled to take place on the following dates:

Monday 10 September 2012

Monday 5 November 2012

Monday 28 January 2013

Monday 22 April 2013

- 3.8 Meetings of the Committee will normally be held at Hove Town Hall and will start at 2.00 p.m, instead of 4pm as previously scheduled.

Urgency Sub-Committee

- 3.9 The Constitution states that 'each Committee of the Council except the Audit & Standards Committee may appoint an Urgency Sub-Committee to exercise its powers. The Membership of such Urgency Sub-Committee shall consist of the Chair of the Committee, and two other Members nominated by the Group Leader or Leaders as appropriate to meet the requirements for the allocation of seats between political groups. Under current allocations this would mean an urgency sub-committee will consist of one Member from each of the three political groups on the Council.
- 3.10 Such Urgency Sub-Committees may exercise their powers in relation to matters of urgency on which it is necessary to make a decision before the next ordinary meeting of the Committee. Every decision of each Urgency Sub-Committee shall be reported for information to the next ordinary meeting of the Committee as appropriate.'

4. COMMUNITY ENGAGEMENT AND CONSULTATION

- 4.1 All Members considered and approved the new constitution on the 26th April 2012.

5. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 5.1 There are no specific financial implications arising from this report. It is expected that the overall effect of the introduction of the new constitution will be cost neutral.

Finance Officer Consulted: Name Anne Silley Date: 23/05/12

Legal Implications:

- 5.2 The Council's constitution complies with the requirements of the Localism Act 2011, the Local Government Act 2000, the Local Authorities (Constitutions) Direction and relevant guidance.

- 5.3 There are no adverse Human Rights Act implications arising from this report.

Lawyer Consulted: Elizabeth Culbert Date: 23/05/12

Equalities Implications:

- 5.4 There are no equalities implications arising from the report.

Sustainability Implications:

- 5.5 There are no sustainability implications arising from the report.

Crime & Disorder Implications:

- 5.6 There are no crime & disorder implications arising from the report.

Risk and Opportunity Management Implications:

- 5.7 There are no risk or opportunity management implications arising from the report.

Public Health Implications:

- 5.8 There are no public health implications arising from the report.

Corporate / Citywide Implications:

- 5.9 There are no corporate or city wide implications arising from the report.

6. EVALUATION OF ANY ALTERNATIVE OPTION(S):

- 6.1 The council's constitution provides for the appointment of the sub-committees and urgency sub-committees and it is for the Committee to determine this

action and it could decide not to make such appointments. However, this would be contrary to the wishes of the council and is not therefore regarded as a viable alternative option.

7. REASONS FOR REPORT RECOMMENDATIONS

- 7.1 The recommendations are being put forward in line with the requirements of the constitution.

SUPPORTING DOCUMENTATION

Appendices:

1. (A) Overview and Scrutiny Committee Terms of Reference.

Background Documents

1. The Constitution

PART 5 OVERVIEW AND SCRUTINY TERMS OF REFERENCE AND PROCEDURE RULES

1. The number and arrangements for Overview and Scrutiny Committees

- 1.1 The Council will appoint an Overview and Scrutiny Committee and a Health & Wellbeing Overview and Scrutiny Committee.
- 1.2 The Overview and Scrutiny Committee will primarily be a commissioning body, co-ordinating the Overview and Scrutiny work programme through the establishment of time limited Scrutiny Review and Policy Review Panels. The Overview and Scrutiny Committee will also undertake limited direct scrutiny of services relating to Place, Communities, Resources and Finance.
- 1.3 The Health & Wellbeing Overview and Scrutiny Committee will perform the overview and scrutiny function in relation to the health service pursuant to the National Health Service Act 2006 and associated Regulations. It will also have a remit to scrutinise social care and education issues relating to both adults and children.

2. Terms of Reference of Committees

2.1 Overview and Scrutiny Committee

- 2.1.1 To co-ordinate the work of Overview and Scrutiny as set out under “Functions” below.
- 2.1.2 To be the designated Crime and Disorder Committee as required under the Police and Justice Act 2006.
- 2.1.3 To undertake the scrutiny of flood and coastal erosion plans as required by the Localism Act 2011.
- 2.1.4 To review and scrutinise matters, decisions and service provision relating to the following Council functions and services:-
 - Resources and Finance;
 - Place;
 - Communities.

(The full list of functions under each area is set out in Part 6 of this Constitution under the Scheme of Officer Delegations).

- 2.1.5 To commission time-limited ‘task and finish style’ Scrutiny Review Panels and Policy Review Panels to:
 - Scrutinise specific issues of concern (Section 4 below)
 - Undertake policy review and development work (Section 5 below)
- 2.1.6 To review and scrutinise any other Council function not otherwise addressed by any other Overview and Scrutiny Committee.

2.2 The Health and Wellbeing Overview and Scrutiny Committee

2.2.1 To exercise powers with regard to the scrutiny of health services pursuant to the National Health Service Act 2006 and in particular:-

- To scrutinise matters relating to the health of the Authority's population and contribute to the development of policy and service to improve health and reduce health inequalities;
- To scrutinise matters relating to public health;
- To undertake all the statutory functions of the health scrutiny committee in accordance with the National Health Service Act 2006;
- To review and scrutinise the impact of the Authority's own services and of key partnerships on the health of its population;
- To encourage the Council as a whole to take into account the implications of their policies and activities on health and health inequalities;
- To make reports and recommendations to the National Health Service, the Council, the committees and sub-committees, and to other relevant bodies and individuals;
- To monitor and review the outcomes of its recommendations.

In all of the above, to liaise with other bodies that represent patients' views in order to seek and take account of the views of the local populations.

2.2.2 To perform the Overview and Scrutiny function in relation to all matters, decisions and service provision connecting to Adult Social Care.

2.2.3 To perform the Overview and Scrutiny function in relation to all matters, decisions and service provision connecting to Children and Young People and in particular:

- the provision, planning and management of children's social services
- the provision, planning and management of education
- the health of the authority's children and young people, including contribution to the development of policy and service to improve health and reduce health inequalities, all in accordance with the principles of section 244 National Health Services Act 2006
- all of the functions of the Council as an education authority

2.2.4 To establish time-limited Scrutiny Review and Policy Review Panels in relation to its terms of reference to:

- Scrutinise specific issues (Section 4)
- Undertake policy development work for council committees (Section 5)

3. Functions of Overview and Scrutiny Committees

3.1 The Overview and Scrutiny Committee and the Health and Wellbeing Overview and Scrutiny Committee will:

- a) Approve an overview and scrutiny work programme, to ensure that there is efficient use of scrutiny resources and that the potential for duplication of effort is minimised;
- b) Receive requests from Councillors and partner organisations, and suggestions from officers of the council, for particular topics to be scrutinised and determine the appropriate action;
- c) Receive requests for particular pieces of policy work to be undertaken and determine the appropriate action;
- d) Have the power to call-in and review policy committee decisions, or key decisions made by an officer with delegated authority, as set out in the procedures in these Rules;
- e) Undertake initial explorations on requests/proposals for panel reviews and recommend appropriate action;
- f) Receive proposals for the appointment of task-orientated, time limited scrutiny and policy review panels to review in-depth, investigate and report on a particular topic;
- g) Co-ordinate training and development arrangements for Overview and Scrutiny Committee members and co-optees;
- h) Identify good practice in relation to the overview and scrutiny role and develop common practices for all committees that reflect good practice;
- i) Have responsibility for the development and co-ordination of the overview and scrutiny of partnerships and external bodies;
- j) Establish and maintain constructive working relationships with the Policy Committees;
- k) Help ensure positive working relationships with partnerships and external bodies;
- l) Monitor and review the outcomes of its recommendations.
- m) Promote the work of scrutiny, including through the local media;
- n) Receive internal and external inspection reports on the services and challenge the action plans drawn up in response to problems that have been identified; monitor progress in implementing the action plans;
- o) Ensure that the communities of Brighton & Hove and specific users of services are able to be involved in and inform the work of the committees;

4. Scrutiny Review Panels

4.1 The Overview and Scrutiny Committee and the Health & Wellbeing Overview and Scrutiny Committee may appoint Scrutiny Review Panels to carry out short, sharply focused pieces of scrutiny work. Scrutiny Review Panels investigate areas of concern and the available options. They may go on site visits, conduct public surveys, hold public meetings, commission research and do all other things that they reasonably consider necessary to inform their deliberations. They may ask witnesses to attend to address them on any matter under consideration.

- 4.2 Scrutiny Review Panels will not have Sub-Committee status and the political balance rules in section 15 of the Local Government and Housing Act 1989 will not apply, but they will normally be established on a cross-party basis.
- 4.3 Membership of the Scrutiny Review Panels will be sought from the political groups, taking into account the expertise and experience of available Members, and that no Member may be involved in scrutinising a decision in which he/she has been involved.
- 4.4 There should not normally be provision for substitute Members to attend meetings of Scrutiny Review Panels.
- 4.5 The Overview and Scrutiny Committee and the Health and Wellbeing Overview and Scrutiny Committee shall ensure that the number of Scrutiny Review Panels which it appoints does not exceed the capacity of the Member and Officer resources available to support their work.
- 4.6 In considering whether or not any matter should be agreed for a Scrutiny Review Panel, the Overview and Scrutiny Committees will have regard to:
- The importance of the matter raised and the extent to which it relates to the achievement of the Council's strategic priorities, the implementation of its policies or other key issues affecting the well being of the City or its communities;
 - Whether there is evidence that the decision-making rules in the constitution have been breached; that the agreed consultation processes have not been followed; or that a decision or action proposed or taken is not in accordance with a policy agreed by the Council;
 - The potential benefits of a review especially in terms of possible improvements to future procedures and/or the quality of Council services;
 - What other avenues may be available to deal with the issue and the extent to which the Councillor or body submitting the request has already tried to resolve the issue through these channels (e.g. a letter to the relevant Member, the complaints procedure, enquiry to the Chief Executive or Chief Officer, Council question etc.);
 - The proposed overview and scrutiny approach (a brief synopsis) and resources required, resources available and the need to ensure that the Overview and Scrutiny process as a whole is not overloaded by requests;
 - The resources available to support the work as set out at paragraph 4.5 above.

5. Policy Review Panels

- 5.1 The Overview and Scrutiny Committee and the Health and Wellbeing Overview and Scrutiny Committee may appoint Policy Review Panels to carry out short, sharply focused pieces of policy development work.

- 5.2 Policy Review Panels undertake in-depth policy review and development work. They may go on site visits, conduct public surveys, hold public meetings, commission research and do all other things that they reasonably consider necessary to inform their deliberations. They may ask witnesses to attend to address them on any matter under consideration.
- 5.3 Policy Review Panels will not have Sub-Committee status and the political balance rules in section 15 of the Local Government and Housing Act 1989 will not apply, but they will normally be established on a cross-party basis.
- 5.4 Membership of the Policy Panels will be sought from the political groups, initially from the membership of the parent policy committee, taking into account the expertise and experience of available Members.
- 5.5 There should not normally be provision for substitute Members to attend meetings of Policy Review Panels.
- 5.6 Each Overview and Scrutiny Committee shall ensure that the number of Policy Review Panels which it appoints does not exceed the capacity of the Member and Officer resources available to support their work.
- 5.7 In considering whether or not any matter should be agreed for a Policy Review Panel, the Overview and Scrutiny Committees will have regard to:
- The importance of the matter raised and the extent to which it relates to the achievement of the Council's strategic priorities, the implementation of its policies or other key issues affecting the well being of the City or its communities;
 - The potential benefits of a review especially in terms of possible improvements to future policies and procedures and/or the quality of Council services;
 - The proposed overview and scrutiny approach (a brief synopsis) and resources required, resources available and the need to ensure that the Overview and Scrutiny process as a whole is not overloaded by requests;
 - The resources available to support the work as set out at paragraph 5.6 above.

6. Membership of Overview and Scrutiny Committees and Panels

- 6.1 Any Councillor may sit on an overview and scrutiny committee or panel. However, no member may be involved in scrutinising a decision in which he/she has been directly involved.
- 6.2 The membership of the overview and scrutiny committees will reflect the political composition of the Council and be subject to section 15 of the Local Government and Housing Act 1989.

7. Co-optees

- 7.2 The Health & Wellbeing Overview and Scrutiny Committee will include non voting co-opted members from the Older People's Council, the Youth Council

and LINK/Healthwatch. It may also appoint voting Education Representatives where these are required by legislation.

- 7.3 The Overview and Scrutiny Committees may agree the appointment of non voting co-optees for each Policy or Scrutiny Review Panel. In appointing co-opted Members to review panels, regard will be given to both the expertise of the individual and the representative nature of the position.

8. Meetings of the Overview and Scrutiny Committees

- 8.1 The Overview and Scrutiny Committee will meet on a quarterly basis. The Health & Wellbeing Overview and Scrutiny Committee will meet six times per annum. In addition, an extraordinary meeting may be called by the Chair or the Chief Executive at any time if they consider it necessary or desirable.
- 8.2 Scrutiny Review and Policy Review Panels shall meet as many times as necessary to successfully carry out their investigations, they shall however be time limited in nature.

9. Quorum

- 9.1 The quorum for overview and scrutiny meetings shall be as set out for committees and sub-committees in the Council Procedure Rules in Part 3 of this Constitution.

10. Chairs of Overview and Scrutiny Committees/Panels

- 10.1 The Council will appoint the Chair of Overview and Scrutiny Committees. The Chair of the Health & Wellbeing Overview and Scrutiny Committee shall also be a member of the Overview and Scrutiny Committee.
- 10.2 Each Overview and Scrutiny Committee will appoint the Chair of Scrutiny Review and Policy Review Panels it establishes.
- 10.3 If the Overview and Scrutiny Committee fails to appoint a Chair the Review Panel will make the appointment at its first meeting.
- 10.4 The Chair of the Overview and Scrutiny Committee shall be the lead scrutiny Member.

11. Work programme

- 11.1 The Overview and Scrutiny Committee will be responsible for setting its own work programme.
- 11.2 The Health & Wellbeing Overview and Scrutiny Committee will be responsible for setting its own work programme.

11.3 The Chairs of the Scrutiny Committees will meet periodically on an informal basis to plan and co-ordinate the process of scrutiny.

12. Agenda items

12.1 Agenda items shall be set by the Committee identifying issues which they wish to consider.

12.2 Any Member of the Council may notify the Head of Scrutiny that s/he wishes an item relevant to its functions to be included on the agenda for the next available meeting.

13. Submission of reports from Overview and Scrutiny

13.1 Once it has formed recommendations on any matter, an Overview and Scrutiny Committee will prepare a formal report and submit it to the Chief Executive of the Council or relevant organisation for consideration at the relevant decision-making body.

13.2 If an Overview and Scrutiny Committee cannot agree on one single final report then up to one minority report may be prepared and submitted for consideration by the Policy Committee meeting with the majority report.

13.3 The Policy Committee shall consider the report within eight weeks of it being submitted to the Chief Executive or at its next scheduled meeting, whichever is the later, and shall prepare a response to the recommendations detailing whether each recommendation is agreed or not agreed.

13.4 The Chair of the Policy or Scrutiny Review Panel or relevant Overview and Scrutiny Committee shall be invited to the Committee meeting at which the report is considered.

13.5 For Scrutiny and Policy Review Panel reports, the report, together with the Policy Committee response, shall be reported to full Council for information.

14. Annual report

14.1 The Overview and Scrutiny Committee will report annually to full Council on the work of scrutiny and make recommendations for future work programmes and amended working methods if appropriate.

15 Distribution of reports by the Overview and Scrutiny Committee when exercising the functions of the Crime and Disorder Committee

15.1 Where the Crime and Disorder Committee makes a report or recommendations to the Council with respect to the discharge by the

responsible authorities* of their crime and disorder functions, it shall provide a copy to:

- (a) each of the responsible authorities, and
- (b) each of the persons with whom, and bodies with which, the responsible authorities have a duty to co-operate under the relevant legislation.

[* 'Responsible authorities' are defined in the relevant legislation.]

15.2 Where the Crime and Disorder Committee makes a report or recommendation to the Council with respect to any local crime and disorder matter referred to it by a Member, it must:

- (a) provide a copy of the report or recommendations to that Member, and
- (b) provide a copy of the report or recommendations to such of –
 - (i) the responsible authorities, and
 - (ii) the co-operating persons and bodies as it thinks appropriate.

16. Councillor Call for Action

16.1 The "Councillor Call for Action" (CCfA) as set out in Section 119 of the Local Government and Public Involvement in Health Act 2007 and amended by the Localism Act 2011 enables any member of the council to refer to an overview and scrutiny committee any local issue which directly affects their ward.

16.2 The CCfA is an additional means for Councillors, as community leaders, to raise issues of local community concern, for consideration by the Council's overview and scrutiny function, on behalf of residents.

16.3 A CCfA should only be raised where other means of resolving the matter have been exhausted. Any Member of the Council may raise a CCfA, which should be sent to the Head of Scrutiny. In seeking to raise a CCfA a Councillor needs to:

- State why they consider the issue should be looked at by the Overview and Scrutiny Committee;
- Give a brief synopsis of what the main areas of concern are;
- Supply evidence in support of the CCfA;
- Indicate areas or groups affected by the CCfA;
- Summarise mediation and attempts at resolution undertaken;
- Indicate deadlines associated with the CCfA of which the Overview and Scrutiny Committee needs to be aware.

16.4 Upon receipt of a CCfA, the relevant Overview and Scrutiny Committee will use the following criteria to decide whether or not to take the matter further:

- Is the committee satisfied that all reasonable attempts have been made to resolve the issue by the ward councillor? Do the responses received by the referring councillor demonstrate that the matter is not being progressed?

- Has the committee considered a similar issue recently – if yes, have the circumstances or evidence changed?
 - Is there a similar or related issue which is the subject of a review on the current work programme? It may be more appropriate to link the new issue to an existing review, rather than hold a separate CCfA hearing.
 - Relevant time pressures on resolving the CCfA should be taken into account.
 - Have all relevant service areas or partner organisations been informed and been given enough time to resolve the issue? What response has the councillor received?
 - Does the matter referred have the potential for scrutiny to produce recommendations which could realistically be implemented and lead to improvements for anyone living or working in the referring member's ward?
 - Is the matter an excluded matter, as set out in paragraph 16.12 of these rules?
- 16.5 In considering the CCfA, the Overview and Scrutiny Committee will invite the relevant Members and officers to discuss the issue with the Overview and Scrutiny Committee and answer any questions, if the committee considers this relevant.
- 16.6 If the committee decides not to accept the CCfA referral it must inform the Councillor and provide reasons. If the committee decides to accept the CCfA referral, it must decide how it intends to take the matter forward and include the CCfA in its work programme.
- 16.7 Overview and Scrutiny Committees in considering a CCfA may undertake any of the activities as outlined in the Overview and Scrutiny Procedure Rules.
- 16.8 The power to refer a matter is available only where the matter is of direct concern to the ward which the Councillor represents. A Councillor can refer a matter even if no citizen has asked him/her to consider it, and there is no requirement for Councillors in multi-member wards to agree – any of them may refer a matter.
- 16.9 It is important to recognise that CCfA is not guaranteed to solve a given problem. CCfA can provide a method for discussing such problems and, through discussion, trying to overcome them.
- 16.10 The following matters are excluded from referral as a CCfA:
- Individual complaints concerning personal grievances or commercial issues.
 - Any matter relating to an individual or entity where there is already a statutory right to a review or appeal (other than the right to complain to the Local Government Ombudsman), for example:
 - Planning and licensing applications and appeals;
 - Council Tax/Housing Benefits complaints and queries;
 - Issues currently under dispute in a court of law.

- Any matter which is vexatious, discriminatory or not reasonable to be included on the agenda for, or to be discussed at, a meeting of an Overview and Scrutiny Committee or any of its Panels.

17. Call-in

- 17.1 Call-in is a process by which Overview and Scrutiny Committees can recommend that a decision made by a Policy Committee but not yet implemented be reconsidered by the body which made the decision, or recommend that the full Council consider whether that body should reconsider the decision.
- 17.2 Call-in does not provide for the Overview and Scrutiny Committee or the full Council to substitute its own decision, but merely to refer the matter back to the decision-maker. A decision maker can only be asked to reconsider any particular decision once.
- 17.3 Call-in should only be used in very exceptional circumstances – for example where Members have evidence that a decision was not taken in accordance with Article 11 of the constitution. Day to day management and operational decisions taken by officers may not be called-in.
- 17.4 Any decision made by Policy Committee, or a key decision made by an officer under delegated powers shall be published by means of a notice at the main offices of the Council and where possible by electronic means, normally within 2 working days of being made. All Members will be sent, if possible by electronic means, copies of all such decision notices at the time of publication.
- 17.5 Any decision made by the Policy Committee, or a key decision made by an officer under delegated powers may be called in up to five working days from the date of the meeting at which the decision was taken.
- 17.6 During this period, any five Members of the Council, from a minimum of two political groups may request that a decision be called-in for Scrutiny by the relevant Overview and Scrutiny Committee.
- 17.7 Such a request shall be made in writing to the Chief Executive and shall include the reason(s) for the request and any alternative decision proposed. The Chief Executive may refuse to accept a request which in his/her opinion is frivolous, vexatious or defamatory, or where no reason is given.
- 17.8 If the Chief Executive accepts the request he/she shall call-in the decision. This shall have the effect of suspending the decision coming in force and the Chief Executive shall inform the decision maker e.g. Committee Members, or officer and the relevant Chief Officer(s) of the call-in. The Chief Executive shall then call a meeting of the relevant Overview and Scrutiny Committee as appropriate to scrutinise the decision, where possible after consultation with the relevant Chair, and in any case within 7 working days of accepting the call-in request, unless a meeting of the appropriate Committee is already scheduled to take place within this period.

- 17.9 In deciding whether or not to refer a decision back, the relevant Overview and Scrutiny Committee shall have regard to:
- any further information which may have become available since the decision was made
 - the implications of any delay; and
 - whether reconsideration is likely to result in a different decision.
 - The importance of the matter raised and the extent to which it relates to the achievement of the Council's strategic priorities,
 - Whether there is evidence that the decision-making rules in the constitution have been breached;
 - that the agreed consultation processes have not been followed;
 - or that a decision or action proposed or taken is not in accordance with a policy agreed by the Council;
 - What other avenues may be available to deal with the issue and the extent to which the Councillor or body submitting the request has already tried to resolve the issue through these channels (e.g. a letter to the relevant Member, the complaints procedure, enquiry to the Chief Executive or Chief Officer, Council question etc.)
- 17.10 If, having scrutinised the decision, the relevant Overview and Scrutiny Committee is still concerned about it, then it may refer it back to the decision making body for reconsideration, setting out in writing the nature of its concerns. If it considers the decision is contrary to the policy framework or budget agreed by the Council, the matter may be referred to the full Council to determine whether or not it should be referred back to the decision making body.
- 17.11 If the relevant Overview and Scrutiny Committee does not meet within 7 working days of the Chief Executive accepting a call-in request, or does meet but does not refer the matter back to the decision making body or to the Council, the decision shall take effect on the date of the Overview and Scrutiny meeting, or the expiry of the period of 7 working days from the call-in request being accepted, whichever is the earlier.
- 17.12 If the decision is referred back to the decision making body, that body shall then reconsider, either at its next programmed meeting or at a special meeting called for the purpose, whether to amend the decision or not before reaching a final decision and implementing it.
- 17.13 If the relevant Overview and Scrutiny Committee refers the matter to full Council and the Council does not object to a decision which has been made, then no further action is necessary and the decision will be effective in accordance with the provision below. However, if the Council does object, the Council will refer any decision to which it objects back to the decision making body, together with the Council's views on the decision. In this case the decision making body shall consider, either at its next programmed meeting or at a special meeting convened for the purpose, whether to amend the decision or not before reaching a final decision and implementing it.

17.14 If the Council does not meet within two weeks of the matter being referred to it, or if it does meet but does not refer the decision back to the decision making body or person, the decision will become effective on the date of the Council meeting or expiry of that two week period, whichever is the earlier.

18. Call-in and urgency

18.1 The call-in procedure set out above shall not apply where the decision being taken is urgent. A decision will be urgent if any delay likely to be caused by the call-in process would seriously prejudice the Council's or the public's interests. The record of the decision, and notice by which it is made public, shall state if in the opinion of the decision making body the decision is an urgent one and subject to the agreement of the Chief Executive, or in his/her absence the officer acting for him, such a decision shall not be subject to call-in.

18.2 The Chief Executive or the Officer acting on his/her behalf shall consult the leaders of the Political Groups before agreeing to the exemption. Any decision to which the call-in process does not apply for reasons of urgency must be reported to the next available meeting of the Council, together with the reasons for urgency.

18.3 The operation of the provisions relating to call-in and urgency shall be monitored annually, and a report submitted to the Overview and Scrutiny Committee with proposals for review if necessary.

19. Call In and Joint Committees

19.1 The principle of call in applies to decisions made by Joint Committees on which the Council is represented. The detailed arrangements relating to call in of Joint Committee decisions shall be agreed between the constituent authorities and included in the Constitution of the Joint Committee.

20. Matters excluded from Scrutiny

20.1 Overview and Scrutiny Committees should not normally scrutinise individual decisions made in respect of development control, licensing, registration, consents and other permissions. In particular they are not an alternative to normal appeals procedures. However, they may make reports and recommendations on such functions as part of wider scrutiny reviews.

20.2 The scrutiny process is not appropriate for issues involving individual complaints or cases, or for which a separate process already exists e.g. personnel/disciplinary matters, ethical matters or allegations of fraud.

OVERVIEW AND SCRUTINY COMMITTEE

Agenda Item 20

Brighton & Hove City Council

Subject:	Financial Implications of Scrutiny reports		
Date of Meeting:	10 September 2012		
Report of:	Strategic Director Resources		
Contact Officer:	Name:	Tom Hook	Tel: 29-1110
	Email:	Tom.hook@brighton-hove.gov.uk	
Ward(s) affected:	All		

FOR GENERAL RELEASE

1. SUMMARY AND POLICY CONTEXT:

- 1.1 At the 16 July 2012 OSC members requested an investigation into whether scrutiny panel report recommendations should be costed when they are reported to the parent scrutiny committee.
- 1.2 At present whilst financial issues are generally understood by the scrutiny panel, detailed financial implications are not added until the report is presented to the policy committee.

2. RECOMMENDATIONS:

- (1) That Members note the report.
- (2) That Members agree that due attention is given to financial implications during the scrutiny panel process and in developing recommendations.
- (3) That Members agree that scrutiny panels are not required to formally cost all recommendations.

3. BACKGROUND INFORMATION

- 3.1 Scrutiny panels are established by an overview and scrutiny committee to investigate a specific issue; under the new governance arrangements either OSC or HWOSC, previously any of the six scrutiny committees.
- 3.2 Panels are required to report back to their parent committee to have a final report and recommendations endorsed. These are then sent to the executive to be agreed or not.
- 3.3 At the 16 July OSC meeting there was some debate as to the most appropriate part of the process at which to consider fully the financial implications of scrutiny recommendations.

- 3.4 At present, whilst most scrutiny reports will discuss financial aspects of the recommendations, the detailed analysis by finance officers takes place when the report is presented to the executive committee.
- 3.5 Scrutiny recommendations are developed from evidence received. Well over 90% of all scrutiny recommendations have been agreed either wholly or in part by the executive committees.
- 3.6 In developing this report a random sample of 15 different local authority scrutiny reports were reviewed to establish at what point in the process financial implications are prepared.
- 3.7 Our current method appears to be in line with most other local authorities – financial implications are not usually specified at the scrutiny recommendation stage but rather at the stage when the decision-makers/ policy committees are considering the recommendations and seeking the necessary resources.
- 3.8 There are a number of reasons for this:
- Scrutiny panels have a number of possible objectives – amongst which are to challenge and present sometimes controversial ideas. Detailed financial information can detract from the key message that a scrutiny panel is seeking to address.
 - Presenting the cost of a recommendation as an amount presents a very black and white picture which can detract the focus of attention and result in dismissal of an idea before all the benefits and issues have been explored. This also ignores the fact that there are usually a number of ways of implementing a policy/objective/target that can reduce the financial resources required. For example the implications of a ‘simple’ additional post recommended by scrutiny could include whether or not it is a short-term requirement or a permanent post; whether it is an internal role incurring on-costs or if it could be provided via a partner or third sector organisation or contained by restructuring the work of a wider team.
 - Whilst a scrutiny recommendation may be costed as requiring a set amount, it would need to be taken in the context of a much wider, and generally far larger budget.
 - Therefore, a recommendation with a firmly attached figure ‘the cost of implementation is £X’ could be more open to early rejection on the basis of cost when cheaper options might be available.
 - It is standard practice in many responses to a recommendation for it to be agreed in principle. The detailed funding and implementation are then modelled during the annual budget setting process or during subsequent strategy development.
 - Presentationally it would be quite easy for the executive to present a recommendation as expensive – especially in a time of fiscal constraint – whilst ignoring the wider financial context of the service.

- Whilst witnesses and senior officers are asked to comment on drafts, scrutiny reports are drafted by scrutiny officers based upon the direction of Members. Judgements on evidence, practicalities and desirability of recommendations are therefore clearly independent of decision-makers. Adding financial implications would have an impact on this independence.
- Other than during scrutiny of the budget, finance officers are not normally required to provide detailed evidence to Scrutiny Panels or to be present in workshops or at O&S Committee meetings.
- There are also resource implications for finance officers themselves, in establishing finance aspects of different models of service delivery. A specialist finance officer providing implications for scrutiny is likely to be the same person as provides implications for the decision-maker.

3.9 Where possible, scrutiny reports do consider financial aspects of an issue and look to provide broad estimates, areas of potential losses of income and/or costs of development with suggestions for low-cost options.

3.10 Detailed financial implications are modelled as part of the implementation proposals for agreement by policy committee.

3.11 However there is room for scrutiny panels to undertake more explicit consideration of the financial aspects of their deliberations.

4. CONSULTATION

4.1 No consultation has taken place in drafting this report beyond discussions with scrutiny officers in other local authorities.

5. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

5.1 There are no direct implications arising from the report itself. As noted under legal implications below, as members are not making decisions it is sufficient to ensure that an appropriate level of advice and support is provided to enable the scrutiny process to operate effectively, including consideration of financial implications. However, detailed costing or financial analysis of a range of options is unlikely to be appropriate or necessary in most cases until recommendations reach the appropriate policy committee.

Finance Officer Consulted: Nigel Marvell

Date: 08/08/12

Legal Implications:

5.2 The requirement to take professional advice from officers (including finance officers) is one of the principles underpinning all **decisions** made by the council. Similarly, the code of conduct for members requires that when reaching **decisions** on any matter, members must have regard to any relevant advice provided to them by the authority's chief finance officer.

It follows that where members are not making decisions, the above principle and provision under the code of conduct would not apply. Hence, where members of a scrutiny panel are formulating recommendations only, they are not obliged to seek, or incorporate into their recommendations, the financial advice of officers.

The controls relating to decision making mentioned above apply only when the parent committee takes a decision based on the panel's recommendations.

Lawyer Consulted:

Oliver Dixon

Date: 07/08/12

Equalities Implications:

5.3 None directly in relation to this report.

Sustainability Implications:

5.4 None directly in relation to this report.

Crime & Disorder Implications:

5.5 None directly in relation to this report

Risk and Opportunity Management Implications:

5.6 None directly in relation to this report.

Public Health Implications:

5.7 None directly in relation to this report.

Corporate / Citywide Implications:

5.8 None directly in relation to this report.

SUPPORTING DOCUMENTATION

Appendices:

None

OVERVIEW & SCRUTINY COMMITTEE

Agenda Item 21

Brighton & Hove City Council

Subject:	Work Plan and Scrutiny Panel requests		
Date of Meeting:	10th September 2012		
Report of:	The Strategic Director, Resources		
Contact Officer:	Name:	Tom Hook	Tel: 29-1110
	Email:	tom.hook@brighton-hove.gov.uk	
Ward(s) affected:	All		

FOR GENERAL RELEASE

1. SUMMARY AND POLICY CONTEXT:

- 1.1 Since its last meeting a number of suggestions for scrutiny topics have been received for the OSC members to consider.
- 1.2 The OSC may choose to establish a panel, or to decline to establish one, or to deal with the issue in a different manner e.g. via a report to OSC, or to refer the issue on to another body.
- 1.3 Should the OSC agree to establish a panel, members may also wish to consider: the timing of a panel (with particular regard to scrutiny Member and officer resources – it is only possible to support a limited number of panels running concurrently); and the scope/duration of the panel (e.g. a single meeting or a series of meetings). However, members may prefer to leave these issues to the determination of panel members.
- 1.4 The OSC will not usually make any decision on whether to establish a scrutiny panel without first considering a scoping report on the matter in question. Scoping reports are typically succinct summaries of what a review might look like. Appendices to this report scope the topics suggested.
- 1.5 This report also provides members with an update on scrutiny panel activity and the OSC workplan.

2. RECOMMENDATIONS:

- 2.1 That Members note the work plan and progress of current scrutiny panels. (Appendix 1)
- 2.2 That the OSC decides how it wishes to progress requests to establish scrutiny panels as outlined in appendices 2- 6 to this report.
- 2.3 That the OSC agrees to progress a joint panel on alcohol with the HWOSC.
- 2.4 That requests for reviews into child sexual exploitation and weekend cover in hospitals are referred to HWOSC for consideration.

3. RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS:

- 3.1 Scrutiny panels are informal groups of members (and potentially co-optees) established to look, in-depth, at specific issues, and to make recommendations for improving services. Depending on the issue being examined, panels can vary in length from one meeting, or a one-day 'workshop' type event, to a number of meetings across several months.
- 3.2 OSC may choose to accept as many member requests for panels as it wants, but panels tend to be resource intensive in terms of both officer and member time. Therefore, it may not be possible to set up a panel immediately.
- 3.3 When considering a request to establish a scrutiny panel, OSC has several options:
- It may decide that a request does not warrant further action.
 - It may agree to set up a panel (immediately or at some future date, subject to capacity within scrutiny support).
 - It may decide to refer the matter to HWOSC (or to pursue it jointly with HWOSC).
 - The OSC may also decide that an issue would be better dealt with as a committee report or a letter from the OSC Chair requesting information etc.
 - It may decide that an issue should be referred to the relevant policy committee for investigation (or to another body – e.g. a regulatory committee).
 - Refer the matter to the relevant policy committee.
 - Request more information before making a decision.
- 3.4 Two requests for scrutiny reviews, child sexual exploitation and weekend hospital cover fall within the remit of HWOSC and therefore it is recommended to refer them for consideration to the next appropriate meeting. These topics have therefore not been scoped to date.
- 3.5 HWOSC at its last meeting agreed to establish a panel to look at alcohol. Given the broad scope of such a piece of work it is seeking to establish a joint panel with the OSC. Members are recommended to agree to this request.

4. COMMUNITY ENGAGEMENT AND CONSULTATION

- 4.1 None at this stage – if members wish to establish a panel then there may be the opportunity to engage with local communities/stakeholders.

5. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 5.1 None. All scrutiny panels will be supported using existing scrutiny team resources.

Legal Implications:

- 5.2 In accordance with the Council's constitution, and in addition to the point about resources set out at 3.2 above, OSC shall have regard to the following considerations in determining whether or not to establish a scrutiny panel:
- The importance of the matter raised and the extent to which it relates to the achievement of the Council's strategic priorities, the implementation of its policies or other key issues affecting the well being of the City or its communities;
 - Whether there is evidence that the decision-making rules in the constitution have been breached; that the agreed consultation processes have not been followed; or that a decision or action proposed or taken is not in accordance with a policy agreed by the Council;
 - The potential benefits of a review especially in terms of possible improvements to future procedures and/or the quality of Council services;
 - What other avenues may be available to deal with the issue and the extent to which the Councillor or body submitting the request has already tried to resolve the issue through these channels (e.g. a letter to the relevant Member, the complaints procedure, enquiry to the Chief Executive or Chief Officer, Council question etc.);
 - The proposed overview and scrutiny approach (a brief synopsis) and resources required, resources available and the need to ensure that the Overview and Scrutiny process as a whole is not overloaded by requests.

Lawyer Consulted:

Oliver Dixon

Date: 13/07/12

Equalities Implications:

- 5.3 None directly. OSC members may wish to consider the potential impact of issues on equalities groups when determining whether to establish a scrutiny panel.

Sustainability Implications:

- 5.4 None directly. OSC members may wish to consider the potential impact of issues on equalities groups when determining whether to establish a scrutiny panel.

Crime & Disorder Implications:

- 5.5 None directly. OSC members may wish to consider the potential impact of issues on sustainability when determining whether to establish a scrutiny panel.

Risk and Opportunity Management Implications:

- 5.6 Information supplied by the relevant council departments includes an assessment of risks/opportunities associated with agreeing specific panel requests.

Public Health Implications:

- 5.7 None directly. OSC members may wish to consider the potential impact of issues on population health when determining whether to establish a scrutiny panel.

Corporate / Citywide Implications:

- 5.8 Members should consider whether undertaking a particular panel would be likely to help achieve corporate/citywide priorities.

6. EVALUATION OF ANY ALTERNATIVE OPTION(S):

- 6.1 This report offers members the options to agree or not scrutiny work in the areas suggested. Members have therefore been given a choice of options, with no obvious alternatives having been discounted.

7. REASONS FOR REPORT RECOMMENDATIONS

- 7.1 This report is intended to facilitate OSC's choice of the scrutiny panels it wishes to establish.

SUPPORTING DOCUMENTATION

Appendices:

1. OSC Work Plan and Progress on Current Panels
- 2-6 Scoping of scrutiny requests as follows:
 2. Community Safety Forum
 3. Public Toilet Provision
 4. Shared Services
 5. Social Value
 6. Housing Capacity

Documents in Members' Rooms

None

Background Documents

None

Agenda Item 21 Appendix 1

Draft OSC Work Programme

Issue	Responsible Officer	Overview & Scrutiny Activity
26 th July 2012		
Equalities Update	Commissioner: Communities & Equality	Noted. Information on pay grades by gender requested plus an update to include action on trans scrutiny panel
Support for the Retail Sector	Head of Scrutiny, BHCC	Report endorsed for referral to P&R. Costing of scrutiny recommendations queried and report asked for.
New constitutional arrangements	Head of Scrutiny, BHCC	Noted
OSC workplan	Head of Scrutiny, BHCC	Agreed as 'draft' to include flexibility
Workshop on Council Tax Reform	Head of Scrutiny, BHCC	Noted. Scrutiny panel agreed following request from Council Leader.
10 th September 2012		
Local Strategic Partnership (LSP) presentation and report	Chair of LSP	Progress report for scrutiny
Annual Performance Update of the Council's Corporate Plan 2011/2012		Progress report for scrutiny
City Performance Plan and Organisational Health Report	Head of Analysis and Performance, BHCC	Progress report for scrutiny
Proposal for a Budget Scrutiny Panel	Head of Scrutiny	To establish a scrutiny panel on the budget
Proposal for Urgency Sub-Committee	Head Of Scrutiny	To establish an OSC Urgency Sub Committee

Financial Implications of Scrutiny Reports	Head of Scrutiny	To agree approach to financial implications of scrutiny reports
Feedback re topics for scrutiny	Head of Scrutiny	To agree any scrutiny action on suggested topics
5 th November 2012		
Council Tax Support Scheme Scrutiny Panel	Head of Scrutiny	To Note scrutiny panel report
Parking Review	Lead Commissioner, City Regulation & Infrastructure	To comment on the work of the review prior to a decision early 2013

28 th January 2012		
Trans Equality Scrutiny Panel Report	Head of Scrutiny	To endorse the report & recommendations
Budget Scrutiny Panel Report	Head of Scrutiny	To endorse the report & recommendations
Annual Report of Complaints & Compliments	Standards and Complaints Manager, BHCC	To identify areas of future scrutiny challenge

Scrutiny Update

Scrutiny Panel/Workshop OSC/HWOSC (date established)	Members	Update to 10 Sept 2012 OSC Links	Next steps
Trans Equality Panel (27 March 2012 Overview and Scrutiny Commission)	Cllr MacCafferty (Chair) Cllr Cobb, Cllr Morgan plus 2 co-optees	<p>'Emerging themes' being drawn up from Panel's visits to trans support groups during July. On-line survey under way. Further evidence being sought.</p> <p>Brighton & Hove City Council - Committee details - Scrutiny Panel on Trans Equality issues</p> <p>Scrutiny Panel wins LGBT Workers' Forum History Award 'Changing Lives'</p> <p>http://www.brighton-hove.gov.uk/index.cfm?request=c1201616</p>	Meetings in public to hear from service providers/others; 20 th 25 th and 27 September
Council Tax Support One-Day Panel	Cllr Cox, Cllr Phillips, Cllr Pissaridou, Rosemary Friggens	All-day Panel meeting planned for 17 September In Hove Town Hall.	Recommendations to be taken forward to 11 October Policy &

(16 July OSC)	(Chair, East Sussex Credit Union)		Resources Committee
Youth Justice HWOSC	Cllr Wealls, Wakefield, Pissaridou, Mark Price (University of Brighton)		September 2012
Alcohol HWOSC			Timetable to be agreed with OSC
Homelessness HWOSC			September 2012
Community Mental Health HWOSC			To commence early 2013

Possible topics for discussion at 10 September OSC – see separate scoping documents Appendices 2 – 6

Budget Scrutiny Panel - Alcohol - Community Safety Forum - Public Toilet Provision - Shared Services - Social Value Limit on homes - Hospital weekend cover - Child Sexual Exploitation

Ideas for Overview & Scrutiny – Scoping Paper - Appendix 2

Title	Community Safety Forum (CSF)
Summary of Issue	<p>To evaluate the effectiveness of the CSF and its achievements. Its two core functions are consultation/engagement and the community safety partnership link with the democratic process.</p> <p>A review could also look at how successful we are at tackling community safety issues locally. These are the responsibility of a number of agencies as outlined below.</p> <p>This could be expanded and linked to changes to police accountability with the introduction of Police & Crime Commissioners. A wider review could then look at:</p> <ul style="list-style-type: none"> • Effectiveness of CSF • Scrutiny arrangements of C&D issues locally
Request originator	Cllr Cobb. Supported by Cllrs Cox & Wealls
Lead officers	Linda Beanlands
Relevant Committee Chair notified	Cllr Ben Duncan
Relevant legislation/ summary of most recent legislative changes	Police Reform & Social Responsibility Act 2011 Police & Justice Act 2005
Policy context/ summary of most recent policy changes	<p>The purpose of the Community Safety Forum is to provide a place where key voluntary, independent and statutory agencies who play a significant role in the City in reducing crime and disorder and improving safety and quality of life, can work together, and develop their shared expertise and good practice.</p> <p>It brings together Members, residents and key agencies and helps to develop the Community Safety and Crime Reduction Strategy. The Crime and Disorder Reduction Partnership is ultimately responsible for the CSCRS.</p> <p>Membership of the Community Safety Forum includes a number of organisations, each of whom represent and involve significant communities of interest or residents in neighbourhoods.</p>
Pre-decision (Yes/No)	No
Committee Work	None

Programme (date & link)	
Key issues	<p>Brighton & Hove community safety/community safety governance and partnership arrangements are somewhat complex. All of the following have responsibility in this area:</p> <ul style="list-style-type: none"> • Policy & Resources Committee • Crime & Disorder Reduction Partnership • Community Safety Partnership • Crime & Disorder Scrutiny Committee (OSC) • Police Authority – to be replaced by the Police & Crime Commissioner (PCC) • Police & Crime Panel (currently in shadow form) <p>The introduction of Police & Crime Commissioners (PCC) provides an opportunity to review some of the existing mechanisms through which community safety issues are addressed.</p> <p>The PCC will be responsible for policing across Sussex, setting the police budget and having responsibility for elements of the community safety budget too. They are to be held accountable by the Police & Crime Panel (PCP), upon which the council has two members. Consideration could be given as to how the city wishes to scrutinise the work of the PCC beyond the role of the PCP.</p> <p>The council has a duty, in partnership with others, to reduce crime and disorder. This is undertaken through the Crime & Disorder Partnership.</p> <p>The council is required to have a crime & disorder scrutiny committee, currently OSC, to scrutinise the Crime & Disorder Reduction Partnership.</p> <p>There exists a protocol between the CSF & the C&S Committee which sets out which body should address issues. The current version of the protocol gives primacy to the CSF. It has not been updated since the move to a committee system.</p>
Focus	<p>The review could either be a narrow piece focusing on the work of the CSF or be expanded to look at community safety issues more generally and look at wider issues relating to community safety engagement and accountability.</p>

Performance data (BHLIS/PPP/ Inspection reports)	<p>There are a number of community safety related targets in the City Performance Plan and the council's Corporate Plan. These were all reported to Policy & Resources Committee on July 12th 2012 and are available here http://present.brighton-hove.gov.uk/ieListDocuments.aspx?CId=689&MID=4315</p> <p>The 2011 – 2014 Community Safety Crime Reduction and Drugs Strategy is on the 'Safe in the City' website. http://www.safeinthecity.info/files/2011-14%20Community%20Safety,%20Crime%20Reduction%20and%20Drugs%20Strategy%20-%201st%20revision.pdf</p>
Key partners	All Crime & Disorder Reduction Partnership members, LATs, PCC, etc
Possible outcomes	Recommendations for improved structures/ways of working re community safety partnership & scrutiny.
Timetable	To start spring 2013 once the PCC has been in post for a while.
Panel/workshop/referral	Three Member panel
Co-option(?)	No

Ideas for Overview & Scrutiny – Scoping Paper – Appendix 3

Title	Public Toilet Provision
Summary of Issue	<p>Is current toilet provision in the city adequate and cost effective? Are there better ways to provide access to toilets for all user groups? Is the current location of toilets adequate?</p> <p>Given current financial constraints any recommendations resulting from the panel would probably have to be delivered within the existing budget.</p>
Request originator	Cllr West
Lead officers	Jan Jonker
Policy Committee Chair notified	Cllr West
Relevant legislation/ summary of most recent legislative changes	<p>Local authorities are not under a duty to provide public toilets, however the Public Health Act 1936 gives them the power to do so.</p> <p>The Government produced a strategic guide to toilet provision in 2008. Communities and Local Government Select Committee also reported on toilet provision in 2008. Both of these documents are linked below.</p>
Policy context/ summary of most recent policy changes	<p>There was considerable debate regarding the provision of public toilets during the budget setting process 2012/13. Changes to the budget proposals following consultation resulted in a lower saving (by £25k) on public toilets which will enable the toilets in Saunders Park and Vale Park to remain open.</p> <p>The final budget reduced funding by £138k, the relevant section is reproduced below:</p> <p>Rationalisation of public toilet provision to reflect public use and prioritise resources where demand is most evident.</p> <p>Hove Cemetery North Side to close and Hove Cemetery Southside accessible toilet to remain open. Hove Recreation ground toilets to close but Rugby Club have own toilets for fixtures. Aldrington Recreation Ground toilets to close and an accessible toilet on Saxon Road nearby kept opened. Norton Road to close during the week and toilet in Hove Town Hall to be used as an alternative. Victoria Recreation Ground to close and toilets in the pavilion to be used for fixtures and public toilets on Victoria Road opposite the playground to be</p>

	used. Adjustments in attendants at other toilets. Attendant levels will be adjusted at some of the other toilets which remain open.
Pre-decision (Yes/No)	No
Committee Work Programme (date & link)	None
Key issues	<p>Public toilets are especially important for older people, disabled people, families (especially those with babies and very young children), tourists and visitors.</p> <p>Suffers of crones & colitis (1 in 400) are particularly reliant on the provision of public toilets. http://www.nacc.org.uk/content/home.asp</p> <p>Government data shows that the number of public toilets is decreasing, whilst the number of 'community toilet schemes' may be increasing.</p> <p>A number of local authorities have chosen to reduce the number of public toilets they directly provide, instead encouraging local businesses to allow access to their facilities. In Brighton & Hove the 'Use our loo' community toilet scheme is one such example: http://www.brighton-hove.gov.uk/index.cfm?request=c1193634</p> <p>There are currently 81 public toilets within the city – more information is available here: http://www.brighton-hove.gov.uk/downloads/bhcc/toilets/June_12_opening_hours_and_facilities.pdf</p> <p>A review could look at:</p> <ul style="list-style-type: none"> • Number of public toilets • Cost of public toilets • Provision of gender neutral/unisex accessible toilets • Charging for toilet provision • Perception of unattended toilets • Use of community toilet schemes • Incentivising community toilet schemes • Information/signage for toilets
Relevant information	<p>http://www.britloos.co.uk/</p> <p>http://www.publications.parliament.uk/pa/cm200708/cmselect/cmcomloc/636/636.pdf</p> <p>http://www.communities.gov.uk/documents/localgovernment/</p>

	<p>pdf/713772.pdf</p> <p>http://www.brighton-hove.gov.uk/index.cfm?request=b1116143</p> <p>http://www.brighton-hove.gov.uk/downloads/bhcc/toilets/EIA_Public_Toilets_Summary_May_12.pdf</p>
Performance data (BHLIS/ CPP/ Inspection reports)	<p>Loo of the Year 2011:</p> <ul style="list-style-type: none"> • In 2011 we were again successful at the National Awards. • We were top of the 2011 Premier League for local authority public toilets • We were National Category Award winners for England • Hove Cemetery South won the Cemeteries and Crematoria award for England • Both Wettons and Brighton & Hove City Council were received Champions League of Excellence awards <p>Results of consultation portal survey; http://consult.brighton-hove.gov.uk/portal/bhcc/env/toiletsurvey/publictoilets</p>
Key partners	<p>Local business Voluntary groups Health bodies</p>
Possible outcomes	<p>Recommendations for the future of toilet provision within the city.</p>
Timetable	<p>6 months</p>
Panel/workshop/referral	<p>Panel</p>
Co-option(?)	<p>OPC</p>

Ideas for Overview & Scrutiny – Scoping Paper – Appendix 4

Title	Shared Services
Summary of Issue	<p>How we are doing currently, what more we could be doing and potential savings to be made?</p> <p>This has the potential to be a very large piece of work; this paper therefore focuses on those services often described as ‘back-office’.</p>
Request originator	Cllr G Theobald
Policy Committee Chair notified	Cllr Kitcat
Relevant legislation/ summary of most recent legislative changes	Local Government Act 1972 & Local Government Act 2000
Policy context/ summary of most recent policy changes	<p>Shared services are regularly referred to as something that could deliver the public sector and particularly local government significant savings.</p> <p>There is however an unresolved debate as to the actual benefits of shared service models. Whilst there is research that suggests councils have been successful in sharing services, saving money and guaranteeing the quality of those services there is also a strong narrative that shows shared services do not always deliver in this manner.</p> <p>The council already has a number of shared services, and is looking at the potential of other areas. The Public Service Board has a Shared Services Steering Group that aims to ‘to maximise the opportunities for support service partnerships to reduce overall costs, improve customer service and support commissioning’.</p> <p>This group has looked at the benefits and risks associated with sharing services across a range of service areas as well as supporting a number of specific shared service initiatives.</p> <p>Southeast 7 (SE7) is a regional collaboration between B&H, ESCC, Surrey, WSCC, Hampshire, Kent CC and Medway looking for ways of driving down cost and sharing replicating services. Work-streams focusing on:</p> <ul style="list-style-type: none"> • ICT

	<ul style="list-style-type: none"> • SEN • Waste • Highways <p>The final section of this scope sets out a summary of some areas where the council is, or is looking to, share services. This is not however an exhaustive list.</p>
Pre-decision (Yes/No)	No
Committee Work Programme (date & link)	None
Key issues	<ul style="list-style-type: none"> • What are the benefits of sharing services? (Financial and non-financial) • Which other local authorities have successfully shared services? How? Good practice from elsewhere. • Which services are we currently sharing? • What are the benefits & risks associated with sharing services? • Is an ad-hoc approach, taking advantage of opportunities as they arise, better than seeking shared services as standard?
Focus	<ul style="list-style-type: none"> • What services are we currently sharing? • What consideration has been given to sharing other services? • Do shared services provide significant savings and value for money? • Does the sharing of services provide for better services?
Performance data (BHLIS/ CPP/ Inspection reports) & other sources of information	http://www.publicfinance.co.uk/news/2012/08/council-shared-services-are-saving-money-says-lga/ http://www.local.gov.uk/web/guest/productivity/-/journal_content/56/10171/3675051/ARTICLE-TEMPLATE http://www.local.gov.uk/c/document_library/get_file?uuid=287a8af6-934c-4c81-a6df-a9dd78293c00&groupId=10171 http://www.guardian.co.uk/local-government-network/2011/aug/24/shared-services http://www.guardian.co.uk/housing-network/2011/jul/07/flawed-mantra-shared-services http://www.guardian.co.uk/local-government-network/2011/aug/15/councils-as-place-shapers?intcmp=239
Key partners	PCT, Sussex Police, East Sussex Fire & Rescue, Universities, other local authorities, private companies, third sector.
Possible outcomes	Better understanding of where council should be looking to share services, recommendation for sharing

	services with specific partners, principles upon which to base future service design.
Timetable	This would depend on the scope of the panel – it is likely to be a quite complex piece of work.
Panel/workshop/referral	
Co-option(?)	No.

Summary of Shared Services

City Property Group

The aim of the City Property Group is to identify joint working opportunities making the best, shared use of our estates. The group is made up of Brighton & Hove City Council representatives, as well as those from the NHS Trusts, the Fire and Ambulance Services, Sussex Police, Central Government Departments and the Universities with property interests within the city.

Other work has been undertaken as part of the SE 7 and with Sussex Police. Property and Design are also involved in a number of other initiatives with partners all aimed at sharing good practice, driving down costs and providing better services.

IT Support

ICT is working with Southeast 7 (SE7) regional Chief Information Officers (CIOs) to collaborate on a number of technology workstreams. The ICT workstream is led by B&HCC through Catherine Vaughan but the individual packages of work are well spread amongst CIOs in the region. The two most important elements of the workstream are the creation of a “network of networks” and the procurement activity.

The Sussex LINK is a Sussex Wide public sector ICT consortium with BHCC and ESCC as Anchor Tenants for Sussex Police, ES Districts and Boroughs, Health, Fire & Rescue and HE. This partnership is driving opportunities for collaborative ICT Category procurement and removing the barriers to sharing services within our respective organisations. Current focus is on procuring a new Public Services Network that allows partners to join up communications between organisations whilst driving down the cost of commodity items.

Benefits of sharing

- Increasing capacity
- Gaining access to a wider set of skills
- Economies of scale
- Increased purchasing power by aggregating procurement
- Increasing resilience in the context of continuity management
- Common systems and processes to support functions across a number of partner organisations (e.g. CRM)

City Intelligence Group

The City Intelligence Group co-ordinates and delivers partnership intelligence and outcome measurement activities on behalf of Brighton & Hove strategic Partnership. The City Intelligence Group was mandated by the Public Service Board to prepare and manage the City Performance Plan and to manage the performance of thematic partnerships.

Analysis & Intelligence Network

The Analysis & Intelligence Network helps to ensure that data, intelligence and relevant performance information are shared effectively between different organisations and partnerships. This allows organisations to develop a rounded view of the areas of strength and those that require improvement across the City. The purpose of the network is to:

- Facilitate effective communication between members
- Ease the process of finding the person that holds the data/information that you may need
- Maintaining a directory of analysts/researchers/performance specialists across the City
- Facilitating skills exchanges between members across the City

Ideas for Overview & Scrutiny – Scoping Paper- Appendix 5

Title	Implementing the Social Value Act 2012
Summary of Issue	<p>Social value requires public authorities to consider how the procurement of a service may improve the economic, social and environmental well-being of an area. This will require them to think beyond the price of an individual contract to consider the collective benefit of the community.</p> <p>In most cases, social value needs to be consider at the pre-procurement stage e.g. before they propose to enter into a contract.</p>
Request originator	CVSF
Lead officers	Claire T Jones
Committee Chair notified	Cllr J Kitcat
Relevant legislation/ summary of most recent legislative changes	<p>Best Value Statutory Guidance (September 2011) set out the principles of social value and urges councils not to make disproportionate cuts on charities. This has been used to hold councils to account. Sixteen charities had their grants from Derby City Council extended after challenging the authority using this guidance.</p> <p>Then the Public Services (Social Value) Act 2012 was passed which applies to all English public bodies including local authorities, government departments, NHS Trusts, PCTs, fire and rescue services and housing associations.</p> <p>According to Chris White MP 'The aim of the Act is to support community groups, voluntary organisations and social enterprises to win more public sector contracts.'</p> <p>This Act complements existing procurement law, rather than replaces it. While VFM is still the overriding factor, the legislation is to reinforce best practice in taking social factors into account.</p>
Policy context/ summary of most recent policy changes	<p>Increasing recognition of importance of getting most value from public spending, and directing those resources towards improving lives, opportunities and the environment.</p> <p>It is important because it may open up more contracts to voluntary and community sector providers as many can demonstrate social value.</p>

	http://www.cfps.org.uk/domains/cfps.org.uk/local/media/uploads/sroiguidancefinal.pdf
Pre-decision (Yes/No)	No
Committee Work Programme (date & link)	None
Key issues	<ul style="list-style-type: none"> • To consider what social value means to BHCC and assess how far the council is already considering this issue • To engage the wider community on what social value means to them, including the voluntary sector. Help them prepare for this change in the way we will procure. • To recommend the development of a policy for social value commissioning procurement • Develop a system for weighting public value in each specification • To consider how this requirement can be implemented effectively • Establish a monitoring system
Focus	<ul style="list-style-type: none"> • Is the council sufficiently prepared itself? If not the council can be held to account by voluntary organisations • Is the council engaging sufficiently with potential service providers e.g. third sector? • Could it change procurement patterns e.g. increasing numbers of services provided by third sector? • Is this approach possible in such financially straitened times?
Performance data (BHLIS/ CPP/ Inspection reports)	N/A
Key partners	Procurement Team CVSF
Possible outcomes	
Timetable	The Act comes into force in January 2013.
Panel/workshop/referral	Workshop
Co-option(?)	No

Ideas for Overview & Scrutiny – Scoping Paper – Appendix 6

Title	Housing Capacity
Summary of Issue	Whether there should be a limit to the number of new homes that can be built in the city
Request originator	Cllr Jarrett
Lead officers	Martin Randall
Committee Chair notified	Cllr Hawtree
Relevant legislation/ summary of most recent legislative changes	Localism Act 2011
Policy context/ summary of most recent policy changes	<p>The City Plan will be the council's key planning document and will provide the overall strategic vision for the future of Brighton & Hove to 2030. It will set out how the council will respond to local priorities, meet the challenges of the future and identify the broad locations, scale and types of development needed together with the supporting infrastructure.</p> <p>The draft plan:</p> <ul style="list-style-type: none"> • Identifies broad locations for development and allocates strategic sites and employment sites. • Sets out the council's strategic approach to housing, the economy, shopping and transport. • <u><i>Sets a local housing target for the city to 2030 of 11,300 new homes</i></u> • Sets clear policies that will guide planning decisions on planning applications on issues such as affordable housing provision, the protection of open space and ensuring new development is built to high standards of design and sustainability. • Sets out the infrastructure requirements for the city up to 2030 and indicates how these will be provided. • Indicates how the plan will be implemented and shows how progress will be monitored. <p>http://www.brighton-hove.gov.uk/index.cfm?request=c1148443 Housing options paper: http://www.brighton-</p>

	hove.gov.uk/downloads/bhcc/planning_strategy/City_Plan_Housing_Delivery_Option_Paper.pdf
Pre-decision (Yes/No)	No
Committee Work Programme (date & link)	None – although could link to city plan timetable
Key issues	<p>The City Plan will set the future housing requirement for the city. The Localism Act allows for local areas to set their own housing targets.</p> <p>Local housing targets will still be subject to an Inspector's scrutiny and the evidence used to derive the local housing target will be thoroughly tested at the Plan Examination.</p> <p>The government is already indicating that it expects housing supply to increase significantly and that local planning authorities should plan to meet the full requirements for market and affordable housing within their housing market areas.</p> <p>City Plan – Consultation Process The City Plan Part 1 and supporting documents were published for public consultation for eight weeks between 28 May and 20 July 2012.</p> <p>Comments received during this time will inform the content of the Council's final version of the City Plan Part 1 that is due to go to full Council in December 2012.</p> <p>It will then be submitted to the Secretary of State for examination following a further six week period of consultation on soundness issues.</p>
Focus	Whether there should be a limit to the number of new homes built within the city
Performance data (BHLIS/CPP/ Inspection reports)	The number and type of homes being completed is monitored.
Key partners	LSP, Economic Partnership, Sustainability Partnership, Housing Partnership, Transport Partnership, Universities
Possible outcomes	Target/limit on new homes being built. Principles on which this could be based.
Timetable	TBC

Panel/workshop/ referral	Workshop on development of the city plan which could look at housing targets
Co-option(?)	No

