

Policy, Resources & Growth Committee

Date: 11 July 2019

Time: 4.00pm

Venue Council Chamber, Hove Town Hall

Members: **Councillors:** Platts (Chair), Yates (Deputy Chair), Mac Cafferty (Opposition Spokesperson), Bell (Group Spokesperson), Childs, Clare, Gibson, Janio, Moonan and Shanks

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AGENDA

PROCEDURAL MATTERS

1 PROCEDURAL BUSINESS

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

(b) **Declarations of Interest:**

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

In each case, you need to declare

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

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

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

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

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

2 MINUTES

1 - 20

To consider the minutes of the meeting held on 21 March 2019 (copy attached)

3 CHAIR'S COMMUNICATIONS

4 CALL OVER

- (a) Items 7 – 18 will be read out at the meeting and Members invited to reserve the items for consideration.
- (b) Those items not reserved will be taken as having been received and the reports' recommendations agreed.

GENERAL MATTERS

5 PUBLIC INVOLVEMENT

21 - 26

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

- (a) **Petitions:** to receive any petitions presented by members of the public to the full Council or as notified for presentation at the meeting.
 - (i) Suffragette Banner – Ms D Waldon (Brighton & Hove Women's History Group)
 - (ii) Polling Stations at Schools – Ms F Brockwell
- (b) **Written Questions:** to receive any questions submitted by the due date of 12 noon on the 5 July 2019;
 - (i) Commercial Leases – Mr J Deans
- (c) **Deputations:** to receive any deputations submitted by the due date of 12 noon on the 5 July 2019.

6 MEMBER INVOLVEMENT

To consider the following matters raised by councillors:

- (a) **Petitions:** to receive any petitions submitted to the full Council or at the meeting itself;
- (b) **Written Questions:** to consider any written questions;
- (c) **Letters:** to consider any letters;
- (d) **Notices of Motion:** to consider any Notices of Motion referred from Council or submitted directly to the Committee.

STRATEGIC & POLICY MATTERS

7 CONSTITUTIONAL MATTERS - POLICY RESOURCES & GROWTH COMMITTEE

27 - 36

Report of the Executive Lead Strategy Governance & Law (copy attached)

Contact Officer: Lisa Johnson
Ward Affected: All Wards

Tel: 01273 291228

8	ANNUAL PROGRESS UPDATE CORPORATE KPIS 2018/19	37 - 126
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	<i>Contact Officer: Rima Desai</i>	<i>Tel: 01273 291268</i>
	<i>Ward Affected: All Wards</i>	
9	CORPORATE KEY PERFORMANCE INDICATOR TARGET SETTING 2019/20	127 - 150
	Report of the Executive Lead Strategy Governance & Law (copy attached)	
	<i>Contact Officer: Rima Desai</i>	<i>Tel: 01273 291268</i>
	<i>Ward Affected: All Wards</i>	
10	OUR PEOPLE PROMISE - AN UPDATE	151 - 180
	Report of the Executive Director Finance & Resources (copy attached)	
	<i>Contact Officer: Alison Mcmanamon</i>	<i>Tel: 01273 290511</i>
	<i>Ward Affected: All Wards</i>	
11	TRANSPORT FOR THE SOUTH EAST	181 - 210
	Report of the Executive Director Economy Environment & Culture (copy attached)	
	<i>Contact Officer: Mark Prior</i>	<i>Tel: 01273 292095</i>
	<i>Ward Affected: All Wards</i>	
12	PREMATURE BABY LEAVE	211 - 218
	Report of the Executive Director Finance & Resources (copy attached)	
	<i>Contact Officer: Matt Naish</i>	<i>Tel: 01273 295088</i>
	<i>Ward Affected: All Wards</i>	
13	SUSTAINABILITY AND CARBON REDUCTION INVESTMENT FUND: NEXT STEPS	219 - 234
	Report of the Executive Director Economy Environment & Culture (copy attached)	
	<i>Contact Officer: Mita Patel</i>	<i>Tel: 01273 293332</i>
	<i>Ward Affected: All Wards</i>	
	FINANCIAL MATTERS	
14	USE OF RIGHT TO BUY RECEIPTS FOR APPROPRIATION OF PROPERTIES TO THE HRA AND GRANT TO HOMES FOR BRIGHTON & HOVE LIMITED LIABILITY PARTNERSHIP (LLP)	235 - 246
	Report of the Executive Director Neighbourhoods, Communities & Housing and Executive Director Economy, Environment & Culture (copy attached)	

Contact Officer: Robert Crossan
Ward Affected: All Wards

Tel: 01273 291442

REGENERATION & PROPERTY MATTERS

15 PROVISION OF DRINKING WATER FOUNTAINS AND BOTTLE FILLING POINTS IN HIGH FOOTFALL AREAS OF THE CITY 247 - 254

Report of the Executive Director Economy, Environment & Culture (copy attached)

Contact Officer: Martin Hedgecock
Ward Affected: All Wards

Tel: 01273 295047

CONTRACTUAL MATTERS

16 USE OF URGENCY POWERS IN RELATION TO TRANSPORT FOR VULNERABLE CHILDREN AND ADULTS 255 - 260

Report of the Executive Director Families Children & Learning (copy attached)

Contact Officer: Richard Barker
Ward Affected: All Wards

Tel: 01273 290732

17 ENERGY PROCUREMENT STRATEGY - AWARD OF SUPPLY CONTRACTS 261 - 268

Report of the Executive Director Economy, Environment & Culture (copy attached)

Contact Officer: Kelvin Newman
Ward Affected: All Wards

Tel: 01273 290599

GENERAL MATTERS

18 CONSTITUTION REVIEW 269 - 330

Report of the Executive Lead Strategy Governance & Law (copy attached)

Contact Officer: Elizabeth Culbert
Ward Affected: All Wards

Tel: 01273 291515

19 ITEMS REFERRED FOR COUNCIL

To consider items to be submitted to the 25 July 2019 Council meeting for information.

In accordance with Procedure Rule 24.3a, the Committee may determine that any item is to be included in its report to Council. In addition, each Group may specify one further item to be included by notifying the Chief Executive no later than 10.00am on [Insert Date] 2013 (the eighth working day before the Council meeting to which the report is to be made), or if the Committee meeting takes place after this deadline, immediately at the conclusion of the Committee meeting.

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FURTHER INFORMATION

For further details and general enquiries about this meeting contact Lisa Johnson, (01273 291228, email lisa.johnson@brighton-hove.gov.uk) or email democratic.services@brighton-hove.gov.uk

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BRIGHTON & HOVE CITY COUNCIL
POLICY, RESOURCES & GROWTH COMMITTEE

4.00pm 21 MARCH 2019

COUNCIL CHAMBER, HOVE TOWN HALL

MINUTES

Present: Councillors Yates (Chair), Hamilton (Deputy Chair), Janio (Opposition Spokesperson), Mac Cafferty (Group Spokesperson), Bell, Daniel, Miller, Mitchell, Peltzer Dunn and Sykes

PART ONE

133 PROCEDURAL BUSINESS

(a) Declarations of Substitutes

133.1 Councillor Miller was present in substitution for Councillor Wealls.

(b) Declarations of Interest

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

(c) Exclusion of Press and Public

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

133.4 **RESOLVED:** There were no Part Two items and therefore the press and public would not be excluded from the meeting.

134 MINUTES

134.1 **RESOLVED:** That the Minutes from the meeting held on 14 February 2019 be agreed and signed as a correct record.

135 CHAIR'S COMMUNICATIONS

135.1 The Chair gave the following communication:

I'd like to inform those present that this meeting will be webcast live and will be capable of repeated viewing.

There will be a vigil outside Hove Town Hall at 4.30pm today to express our condolences and solidarity for those in New Zealand and around the world, who have been facing a number of attacks on Muslims and Muslim places of worship. We will therefore adjourn the meeting for a short time to allow those who wish to join the vigil to do so.

Whitehawk

The Homes for Brighton & Hove partnership board meeting on Monday 18 March agreed to stop progressing plans to develop more than 200 new affordable homes on a site in the north of Whitehawk. This followed a report identifying that the development of affordable housing would not be financially viable due to a number of access and technical difficulties on the site.

Feedback from the public consultation and some local opposition expressing concerns about the environmental impact of the proposals were also discussed by the Board. Landscape and ecology studies have shown that, with certain ecological mitigations in place, housing could be developed on the site without significant adverse impacts on the Local Nature Reserve.

Plans for the first two Homes for Brighton & Hove proposed developments in Portslade and Coldean are progressing, and further sites are being investigated.

King Alfred

Officers have continued to work with Crest Nicholson to achieve the signing of the King Alfred Development Agreement. Members will recall that at our January meeting authorisation was given to officers to sign the Development Agreement, but that due to Brexit uncertainty Crest were not in a position to give a definitive indication that they could sign. They wanted to be sure that the country was going to make an orderly exit from the EU before committing significant resource into the project. Whilst members were sympathetic about the lack of Brexit certainty, we were clear that Crest needed to give a clear commitment so the project could move on. Therefore a deadline of the 30th March was set for the signing of the deal. Officers have been working hard with Crest to finalise the documentation, whilst also reminding them again of the deadline to sign. In the meantime, also in keeping with the January resolution of this committee, officers have also begun the work around looking at alternative options to take this project forward in the event it cannot progress in its current form. Should that be the outcome, officers will bring an update on that to a future PRG meeting early in the new administration.

Waterfront

Work has also been continuing with Aberdeen Standard Investments on the Waterfront Conditional Land Acquisition Agreement, which was agreed by this committee in December. The final version of all the documents have now been agreed, and a Voluntary Transparency (or 'VEAT') notice has now been issued. This notice is intended to protect the council from future procurement challenge by being open and transparent about the form of the agreement with Aberdeen. Once the notice's 10 day period has passed on 5th April we will be in a position to sign the agreement and start the process for what will be one of the most important developments in this city's recent history.

A number of members of this committee will not be standing again at the forthcoming local elections, and I would therefore like to thank Councillors Mitchell, Sykes and Wealls for their excellent service to this committee.

Item 144 'Brighton & Hove 2030 Vision: Update Report' was included in the agenda in error and has therefore been withdrawn.

136 CALL OVER

136.1 The following items were reserved for discussion:

- Item 140 IT Investment
- Item 141 Annual Planned Maintenance Budget and Asset Management Fund Allocations 2019-20 For the Council's Operational Buildings
- Item 142 Educational Capital Resources and Capital Investment Programme 2019/20
- Item 147 Microsoft Enterprise Subscription Agreement Renewals
- Item 148 2019/20 Local Transport Plan Capital Programme
- Item 149 Homeless Move On – Hollingbury Library Proposals
- Item 150 Sustainability and Carbon Reduction Investment Fund

137 PUBLIC INVOLVEMENT

137(a) Petitions

137.1 There were none

137(b) Written Questions

137.2 One question was received.

Ms V Paynter asked the following question:

Cllrs at PRG have - at some length - complained about and questioned the progress of the King Alfred Development Agreement. It prompts the question in my mind: how long should it take to formulate, agree & sign a Development Agreement after bids are awarded?

The Chair gave the following response:

The procurement regulations do not specify the length of time which can be spent settling an agreement following the conclusion of a competitive dialogue procedure. The length of time it takes therefore depends on the circumstances of the project and the extent to which there are outstanding matters at the conclusion of the dialogue.

At the time of Crest Nicholson's selection in 2016, it had been hoped that the development agreement would be entered into within 6 months. This was known to be a challenging timetable for a complex project such as the King Alfred but one that both parties were keen to achieve. Unfortunately, financial viability problems prevented this. Since that time the Council and Crest have worked to address these challenges,

culminating in the December 2018 and January 2019 reports to the Policy, Resources & Growth Committee through which the 30th March 2019 deadline for signing the development agreement was agreed.

137.3 Ms Paynter asked the following supplementary:

Have any lessons been learnt over the long delay, and could things have been done differently?

The Chair gave the following response:

No one at the Council is particularly happy with the length of time it has taken to get to this point, and we would have expected at this stage to have gone through public engagement and that planning was being applied for so the development could start. The lesson I have learnt is not to enter into any agreement which was ultimately reliant on the decision of a conservative government during a Brexit period.

138 MEMBER INVOLVEMENT

138(a) Petitions

138.1 (i) KSD Environment Ltd

The Committee considered a petition referred from the meeting of Full Council held on 31 January 2019 and signed by 1250 people. The wording of the petition was:

We, the undersigned have serious concerns about the location of the existing waste and recycling depot, operated by KSD Environmental Ltd. The position of the business adjacent to a school crossing, a number of residential properties, a church and a busy intersection with a major route into the city, is causing major problems for both traffic and pedestrians. Only recently, a child narrowly avoided being seriously injured by an HGV at the site and there have been several incidents involving vehicle collisions and near misses. In our opinions, there is a very real likelihood of a serious or fatal accident occurring in the near future and it is time that the business relocate to a more suitable site.

The Chair gave the following response:

Thank you for the petition regarding the concerns relating to Road Safety in the location of the existing waste and recycling depot. I'm pleased to inform you that Road Safety Officers have identified this location has a good safety record and there have been no reported accidents or concerns. However, I have asked officers to continue to monitor this location and report any issues that may arise. If you have any further concerns regarding road safety at this location they can be reported to council officers at Transport.Projects@brighton-hove.gov.uk or directly to Operation Crackdown which is continually monitored by Sussex Police on <http://www.operationcrackdown.org/>.

We are aware that the KSD Environmental Ltd. depot forms part of the site known as '1 Moulsecoomb Way.' McLaren Property is presently consulting local residents about a new development proposal that would see the KSD operation vacating the site. This

proposal would be need to be subject of a planning application before it could be implemented. The council, as Local Planning Authority, would carry out its own consultation as part of any planning application and residents would be invited to make their views known at that stage in the process. However, the city council does not have the power to force companies to move off of a site unless the use has not been authorised through the planning system. For that reason relocating would be a matter for KSD to decide. However, the city council would always be willing to offer to work with them to offer advice if they did with to relocate to another site with the Greater Brighton city region.

138.2 **RESOLVED:** That the petition be noted.

138(b) **Written Questions**

138.3 (i) Councillor Sykes – Amendments to Budget

Councillor Sykes asked the following question:

At Budget Council the Green Group submitted a number of amendments, which passed, that included reversals of cuts and funding for some new or reinstated services as set out below. Please would the Council Leader indicate for each cut reversal what the effect will be in relation to the original Administration proposal and for the three new /reinstated service propositions what the plan is to take them forward?

Cut reversals:

- Delete the £0.020m proposed cut to the Third Sector Improvement Programme Healthy Neighbourhoods fund;
- Delete the £0.053m proposed cut in Public Health funding of substance misuse services;
- Delete the £0.093m proposed cut in Public Health funding of sexual health services;
- Delete the £0.050m proposed cut in directly-provided day services for people with Learning Disabilities;
- Delete the £0.031m proposed cut in funding to the Community Safety Team;
- Reduce the £0.242m proposed cut to the Library service by £0.121m to help safeguard the future of our Libraries;
- Reduce the £0.140m proposed cut in Families Children and Learning residential, respite and short breaks for children with health problems and Special Educational Needs by £0.070m.

New /reinstated services:

- Fund Cityclean with £0.022m to provide logistical support to Universities and student volunteers to ensure reuse and sustainable disposal of student household furniture and belongings at end of term and to minimise fly-tipping;
- Provide £0.033m to create a recurring fund to help keep the City Centre looking at its best: a Community Clean-up Fund. To be used for anti-graffiti materials available for community groups and residents and towards sustainable street cleansing innovations such as hot foam technology to remove gum, grime and weeds;
- Fund community transport for older people (for example, the Easylink service) with £0.038m.

The Chair gave the following response:

A table showing the information requested has been circulated and will be included in the minutes.

I can assure Cllr Sykes that the resources added to the approved budget by these amendments will be applied as intended, and that there will be no diminution of service for fully reversed savings. However, where savings reversals are partial, or where proposed savings had already been achieved through redesign, re-procurement or other efficiency, we must clearly continue implementation and indeed it would be inappropriate to undo work that has already enabled better value for money.

In these cases the resources will provide the flexibility to mitigate the most challenging aspects of recommissioned or redesigned services, including staffing aspects, and can also help to safeguard the services against in-year or future financial challenges.

The following information was circulated at the meeting:

Cut Reversals:	Director/Lead Officer	Impact statement
<ul style="list-style-type: none"> Delete the £0.020m proposed cut to the Third Sector Improvement Programme Healthy Neighbourhoods fund; 	Rob Persey/ Alistair Hill	The resources will ensure that the value of the Healthy Neighbourhood Fund will be £50k for 2019/20 (i.e. the same as 2018/19).
<ul style="list-style-type: none"> Delete the £0.053m proposed cut in Public Health funding of substance misuse services; 	Rob Persey/ Alistair Hill	The resources will be used to ensure timely access to all local substance misuse services is maintained avoiding any diminution of access to services.
<ul style="list-style-type: none"> Delete the £0.093m proposed cut in Public Health funding of sexual health services; 	Rob Persey/ Alistair Hill	The resources will be used to improve timely access to clinical sexual health services and meeting the increased need for services resulting from participating in the PrEP trial.

<ul style="list-style-type: none"> Delete the £0.050m proposed cut in directly-provided day services for people with Learning Disabilities; 	<p>Pinaki Ghoshal/ Georgina Clarke-Green</p>	<p>Resources will enable us to continue to provide the service currently provided whilst using advocacy to encourage individual service users to gain greater independence by exploring with them the different ways in which their needs can be best met.</p>
<ul style="list-style-type: none"> Delete the £0.031m proposed cut in funding to the Community Safety Team; 	<p>Larissa Reed/ Jo Player</p>	<p>These resources will enable the Community Safety Team to retain a post for 2019/20.</p>
<ul style="list-style-type: none"> Reduce the £0.242m proposed cut to the Library service by £0.121m to help safeguard the future of our Libraries; 	<p>Larissa Reed/ Sally McMahon; Kate Rouse</p>	<p>The original £242k savings was to be delivered through a staffing restructure. Reducing the saving by 50% means that a staffing restructure still needs to be implemented, but the resources provide flexibility to address the most challenging aspects of the change proposals. The resources will therefore enable Libraries to safeguard the future of the service by implementing an improved version of the restructure proposals, meet some of the concerns raised by staff and unions, as well as investing in library service development, staff training, and assisting with other identified service pressures and challenging savings targets.</p>

<ul style="list-style-type: none"> Reduce the £0.140m proposed cut in Families Children and Learning residential, respite and short breaks for children with health problems and Special Educational Needs by £0.070m. 	<p>Pinaki Ghoshal/ Georgina Clarke-Green</p>	<p>The resources will enable more flexibility in the delivery of respite and short breaks for children with SEN and help to extend the range of options for parents with more emphasis on extended day, evening and weekend activities.</p>
<ul style="list-style-type: none"> Fund Cityclean with £0.022m to provide logistical support to Universities and student volunteers to ensure reuse and sustainable disposal of student household furniture and belongings at end of term and to minimise fly-tipping; 	<p>Nick Hibberd/ Rachel Chasseaud</p>	<p>The resources will allow us to work with universities to tackle the problem of fly-tipping when students vacate through education. Consideration could be given to fund a social enterprise or community group to maximise the re-use of unwanted furniture and belongings.</p>
<ul style="list-style-type: none"> Provide £0.033m to create a recurring fund to help keep the City Centre looking at its best: a Community Clean-up Fund. To be used for anti-graffiti materials available for community groups and residents and towards sustainable street cleansing innovations such as hot foam technology to remove gum, grime and weeds; 	<p>Nick Hibberd/ Rachel Chasseaud</p>	<p>The resources will enable the council to continue to support community clean up initiatives which improve the look of the city and help to bring communities together. It also gives the council scope to increase the budget allocated for weed removal and give consideration to the use of emerging technologies.</p>
<ul style="list-style-type: none"> Fund community transport for older people (for example, the Easylink service) with £0.038m. 	<p>Rob Persey/ Andy Witham</p>	<p>Funding arrangements are being considered to enable continuation of the service, managed through the transport division.</p>

138.4 Councillor Sykes referred to the funding for Libraries and asked whether the original proposition to lose eight members of staff would now be reduced to only four members of staff, and whether the deletion of the £31k cut to the Community Safety Team and the provision of £33k to the City Centre Clean-up Fund, were guaranteed to go ahead or whether they would be dependent on a resolution on where those monies would come from.

138.5 The Executive Director Neighbourhoods, Communities & Housing referred to the Libraries and said that it wasn't as straight forward as losing eight or four members of staff. There had been a reduction in the hours worked by staff, and the change to the budget would allow those hours to be increased, and staff who had left or were leaving had all applied for voluntary severance and it had been decided not to withdraw that offer, and some cuts to funding had been reversed and more money was available for casual staff. The Assistant Director City Development & Regeneration said the £33k for the Clean-up Fund would enable the Council to continue to support community clean up initiatives and give the Council scope to increase the budget for weed removal. The Executive Director Finance & Resources confirmed that the next TBM report would set out what had happened with the changes to the budget.

138(c) Letters

138.6 There were none

138(d) Notices of Motion

138.7 There were none

139 PAY POLICY STATEMENT 2019/20

139.1 RESOLVED: That Policy, Resources & Growth Committee recommends to Council the adoption of the pay policy statement for 2019/20 as attached at Appendix 1 to the report.

140 IT INVESTMENT

140.1 The Committee considered the report of the Executive Director Finance & Resources which set out the plans for investment in the core IT architecture and technologies, and sought approval to delegate authority to the Executive Director Finance & Resources to award framework call-off contracts for the provision of end user computer devices and associated services up to a total spend value of £5.418M.

140.2 Councillor Sykes asked whether it was necessary to purchase 4,000 laptops. The Head of Strategy and Engagement said that there were 5,000 users within the council of which 2,000 currently used laptops and the intention was to increase that to 4,000. Having laptops allowed staff to be mobile and work at different locations. The Council were also moving to Windows 10 and as the current platform did not support that it was necessary to upgrade the whole estate to be able to support the move. The cost difference of moving to laptops rather than desktops was £350k, which was relatively small.

- 140.3 Councillor Mac Cafferty said that there were risks attached to having a laptop, and asked if the number of lost devices was recorded. The Head of Strategy and Engagement said that they were, and whilst he didn't have the numbers to hand they were minimal. He said that all hard drives were encrypted and so were secure.
- 140.4 Councillor Janio was concerned that the Committee was being asked to authorise a spend of £5.418M and, whilst he accepted there had been previous under investment and therefore understood the need to upgrade, he felt that there was not enough information to be able to agree the recommendations and so would abstain. The Executive Director Finance & Resources said that the funding had been included in the recent budget, and would be happy to provide further briefings to councillors if necessary. He said that there were many benefits to using Windows 10 which were set out in the report, and the current Windows 7 support would cease in January 2020, and so it was necessary to upgrade all laptop desktop devices to Windows 10 before that date. Councillor Janio asked that this committee received more information on integrating the systems at its next meeting, which officers agreed to do.
- 140.5 Councillor Miller asked if Windows changed in a few years whether the laptops would need to be replaced, and he noted that paragraph 3.5 stated that the average spend per employee was £692, but Appendix 3 gave the average spend as £2,950. The Head of Strategy and Engagement said that Windows 10 would continually upgrade the operating system rather than there being a step change, and so the equipment was expected to last for around four to five years. With regard to the average spend, the figure in Appendix 3 was correct.
- 140.6 Councillor Daniel said that Digital First looked at how we could improve online transactions for the public. New systems used enabled the public to access services within the Council, was more efficient and a benefit to the public. With regard to increasing the use of laptops, there were many benefits to having the equipment with you at all times, but in so doing there was a temptation for officers to work longer hours and that should be monitored to ensure it didn't happen.
- 140.7 Councillor Peltzer Dunn asked how confident officers were that the suggested expenditure of £5.418m was correct. The Executive Director Finance & Resources was confident that the figure was correct, and said that with our Orbis partners, we had a lot of market power.
- 140.8 Councillor Bell asked whether the Council were leading or being led by Orbis, and was advised that it was neither and all members of Orbis were equal partners. However, the support from Orbis allowed the Council to get a good deal. Officers confirmed that neither Surrey County Council nor East Sussex County Council decided on what was purchased or the amount spent by this authority.

140.9 RESOLVED: That the Committee –

- (i) Approved the inclusion of £5.418 million in the 2019/20 capital budget proposal.
- (ii) Granted delegated authority to the Executive Director Finance & Resources to procure and award contracts for the laptop device and deployment services referred to in paragraphs 3.39 - 3.41 for a term of up to four years.

141 ANNUAL PLANNED MAINTENANCE BUDGET AND ASSET MANAGEMENT FUND ALLOCATIONS 2019-20 FOR THE COUNCIL'S OPERATIONAL BUILDINGS

141.1 The Committee considered the report of the Executive Director for Economy, Environment & Culture, which sought approval for the annual property revenue and capital budget allocations and programme of works.

141.2 Councillor Mac Cafferty asked when the funding would be available, and said that some of the shelters on the seafront and the wrought iron railings by Hove Lawns were in need of repair, and asked if they could be included in any works. The Assistant Director Property and Design said that the money would be available at the start of the next financial year, and there would be a focus on the seafront. However, with the limited budget there were no plans for the railings by Hove Lawns to be repaired, but those by Regency Square War Memorial would be included in the proposed works.

141.3 Councillor Miller asked whether the budget had decreased as the Council's ownership of properties had decreased, and was advised that the budget had remained roughly the same. He asked for clarification on the budget for managing asbestos, as paragraph 3.5 said there would be £15k for 'asbestos management' and appendix 2 said there would be £22.5k for 'asbestos testing and surveys'. The Assistant Director Property and Design said that the £15k was from capital funding, and the £22.5k was from revenue funding, but the two sums were combined for any works undertaken.

141.4 RESOLVED: That the Committee –

- (i) Approved the annual programme of planned maintenance works as detailed in Appendices 2 and 3, at a total estimated cost of £3,297,650
- (ii) Approved the Asset Management Fund allocation for 2019-20 totalling £1,000,000, as detailed in paragraph 3.4.1 of this report
- (iii) Granted delegated authority to the Executive Director Economy, Environment & Culture to procure the planned maintenance budget and asset management fund improvement works and award contracts within these budgets, as required, in accordance with the council's Contract Standing Orders.

142 EDUCATION CAPITAL RESOURCES AND CAPITAL INVESTMENT PROGRAMME 2019/20

- 142.1 The Committee considered the report of the Executive Director Children Families & Learning which informed the Committee of the level of available Capital Resources allocated to this service for 2019/20 and to recommend a Capital Investment Programme for 2019/20.
- 142.2 Councillor Sykes referred to paragraph 3.12 and asked what the nature of the funding was, whether it would recurrent and if it had to be earmarked for property services. The Executive Director Children Families & Learning advised that the funding was previously held within the Dedicated Schools Grant which was allocated centrally, and last year that money was delegated to schools and they have chosen to buy back the support from the Council for us to undertake work at the schools. All the schools had chosen to buy back that provision and so it would be a recurrent sum. With regard Councillor Sykes noted that there was a figure for fees of 10% which amounted to around £400k, and asked who those fees were paid to. He was advised that the fees were paid to in-house surveyors within property and design.
- 142.3 The Chair noted that the Conservative Group had submitted an amendment and asked Councillor Janio to propose the amendment.
- 142.4 Councillor Janio said the Conservative Group were in favour of the spending and hoped that the amendments would be helpful. The group wanted additional funding for the Downs View School and were concerned that the Central Hub was rather nebulous, and were therefore proposing the following amendment (changes in *italics*):
- 2.1 That the level of available capital resources totalling £6.671million for investment relating to education buildings financed from capital grant be noted.
- 2.2 That Committee agree the allocation of funding as shown in ~~Appendices 3 and Appendix 4~~ and that this is included within the Council's Capital Investment Programme 2019/20.
- 2.3 *The Committee agrees the allocation of £5.573m for Capital Maintenance as set out in Appendix 3 incorporating the Condition works set out in Appendix 4, and £28.000m for Basic Need in 2019/20 as set out in Appendix 3*
- 2.4 *The Committee agrees a minimum budget of £12m as set out in Appendix 3 to implement the outcomes of the SEND Review. The Committee requests that officers bring a report to the next PR&G Committee Meeting setting out plans for any additional refurbishment required at Downs View School in order to ensure the entire estate is fit for purpose. The report should identify additional funding required and potential funding opportunities and options.*
- 2.5 *The Committee requests officers bring a report to the next PR&G Committee setting out a broad strategy and plan for the Central Hub, which sets out the likely allocation of the £4m funding identified in 3.38 and included in Appendix 3. The report should identify whether the funding is sufficient to ensure the delivery of a fit for purpose facility.*

2.36 That Committee grants delegated authority to the Assistant Director of Property & Design to procure the capital maintenance and basic need works and enter into contracts within these budgets, as required, in accordance with Contract Standing Orders in respect of the entire Education Capital Programme.

142.5 Councillor Miller seconded the amendment.

142.6 Councillor Hamilton said that he would support the amendment, but did note that the report said that there would continue to be discussions on the design and specifications of the Hubs and there was originally £5m for this and that had increased to £8m.

142.7 The Committee voted on the amendment and it was agreed.

142.8 RESOLVED: That the Committee –

- (i) Noted that the level of available capital resources totalling £6.671million for investment relating to education buildings financed from capital grant
- (ii) Agreed the allocation of funding as shown in Appendix 4 and that this was included within the Council's Capital Investment Programme 2019/20.
- (iii) Agreed the allocation of £5.573m for Capital Maintenance as set out in Appendix 3 incorporating the Condition works set out in Appendix 4, and £28.000m for Basic Need in 2019/20 as set out in Appendix 3
- (iv) Agreed a minimum budget of £12m as set out in Appendix 3 to implement the outcomes of the SEND Review. Requested that officers bring a report to the next PR&G Committee Meeting setting out plans for any additional refurbishment required at Downs View School in order to ensure the entire estate is fit for purpose. The report should identify additional funding required and potential funding opportunities and options.
- (v) Requested officers bring a report to the next PR&G Committee setting out a broad strategy and plan for the Central Hub, which sets out the likely allocation of the £4m funding identified in 3.38 and included in Appendix 3. The report should identify whether the funding is sufficient to ensure the delivery of a fit for purpose facility.
- (vi) Granted delegated authority to the Assistant Director of Property & Design to procure the capital maintenance and basic need works and enter into contracts within these budgets, as required, in accordance with Contract Standing Orders in respect of the entire Education Capital Programme.

143 CUSTOMER EXPERIENCE STRATEGY 2019

143.1 RESOLVED: That the Committee -

- (i) Approved the Customer Experience Strategy as set out in

Appendix 1 for the purposes of further engagement with customers and staff.

- (ii) Noted that the developed Customer Experience Strategy would be brought back to the Committee for final approval following the engagement with customers and staff after the elections in 2019/20.

144 BRIGHTON & HOVE 2030 VISION: UPDATE REPORT

Item withdrawn prior to the meeting.

145 UNPAID TRIAL SHIFTS

145.1 RESOLVED: That the Committee –

- (i) Agreed the draft unpaid trial shift policy statement in paragraph 3.3 of this report
- (ii) Agreed to support the campaign and the proposed actions set out in paragraph 3.9 and Appendix One of this report
- (iii) Agreed with the proposal for a further fact finding consultation across private, public and voluntary sector organisations as set out in Appendix One.

146 THE LOCAL DIGITAL DECLARATION

146.1 RESOLVED: That Committee approved Brighton and Hove City Council signing up to the Digital Declaration.

147 MICROSOFT ENTERPRISE SUBSCRIPTION AGREEMENT RENEWALS

147.1 The Committee considered the report of the Executive Director Finance & Resources regarding options for the future provision of Microsoft software licence agreements and outlined the competitive procurement process which had been carried out in order to select a reseller to provide Microsoft software licence agreements.

147.2 Councillor Sykes suggested that it would be useful for the Committee to see some of the Procurement Advisory Board's (PAB) comments on major procurement items such as this to help guide the Committee on its decision making. The Executive Director Finance & Resources agreed, and said that PAB had met earlier in the week and were happy with this proposal.

147.3 The Chair noted that an amendment had been submitted from the Green Group and asked Councillor Sykes to propose the amendment.

147.4 Councillor Sykes said that there were pros and cons of continuing with Microsoft, and that there were alternatives available which were significantly cheaper, and so the amendment was asking the Executive Director to consider other options over a period of time and not be reliant on one expensive provider. Councillor Sykes proposed the following amendment (changes in *italics*):

- 2.1 Approves the award of a reseller contract for the provision of Microsoft software licence agreements to Phoenix Software Limited with a term of three years.
- 2.2 Approves the award of software licence agreements to Microsoft, each with a term of three years for the following products and services under Microsoft's Educational and Enterprise Licensing subscriptions:
- (i) The Windows operating system (Windows 7, Windows 10);
 - (ii) Microsoft Office (Word, Excel, PowerPoint, Visio & Project);
 - (iii) Office 365;
 - (iv) The Microsoft Active Directory identity management service that securely manages user accounts;
 - (v) The Microsoft Active Directory access control service that ensures users are only allowed to access to their work;
 - (vi) The Microsoft SQL database service that stores the data for applications, including the Electoral Register (Xpress), Clients of Concern Register (CCR) and various document management systems (IDOX, Workforce 360);
 - (vii) The Microsoft Intune service that is used to secure and manage the corporate iPhone devices issued to BHCC councillors and staff.
 - (viii) The Microsoft Direct Access service that allows user laptops to connect to the office from home.

- 2.3 *Provides authority to the Executive Director Finance and Resources to initiate a fresh review (reflecting the scope of the 2015 review that compared Microsoft with comparator products) of BHCC's office software requirements with a view to reducing medium term BHCC dependence on expensive Microsoft products.*

147.5 The Executive Director Finance & Resources said the amendment was helpful, and said all options would always be considered and in future officers would ensure that there was transparency on possibilities.

147.6 Councillor Mac Cafferty seconded the amendment.

147.7 Councillor Janio said the Conservative Group would support the amendment, but noted that whilst some options may be cheaper they may cost more to maintain.

147.8 The Committee voted on the amendment and it was agreed.

147.9 RESOLVED: That the Committee –

- (i) Approved the award of a reseller contract for the provision of Microsoft software licence agreements to Phoenix Software Limited with a term of three years.
- (ii) Approved the award of software licence agreements to Microsoft, each with a term of three years for the following products and services under Microsoft's Educational and Enterprise Licensing subscriptions:
 - (i) The Windows operating system (Windows 7, Windows 10);
 - (ii) Microsoft Office (Word, Excel, PowerPoint, Visio & Project);
 - (iii) Office 365;
 - (iv) The Microsoft Active Directory identity management service that securely manages user accounts;

- (v) The Microsoft Active Directory access control service that ensures users are only allowed to access to their work;
- (vi) The Microsoft SQL database service that stores the data for applications, including the Electoral Register (Xpress), Clients of Concern Register (CCR) and various document management systems (IDOX, Workforce 360);
- (vii) The Microsoft Intune service that is used to secure and manage the corporate iPhone devices issued to BHCC councillors and staff.
- (viii) The Microsoft Direct Access service that allows user laptops to connect to the office from home.

- (iii) Provided authority to the Executive Director Finance and Resources to initiate a fresh review (reflecting the scope of the 2015 review that compared Microsoft with comparator products) of BHCC's office software requirements with a view to reducing medium term BHCC dependence on expensive Microsoft products.

148 2019/20 LOCAL TRANSPORT PLAN CAPITAL PROGRAMME

148.1 The Committee considered the report of the Executive Director Economy Environment & Culture regarding the Local Transport Plan Capital Programme 2019/20.

148.2 Councillor Sykes referred to seafront structures and in particular Shelter Hall and the A259, and asked if the Council had made use of potential flood defence grants. Councillor Mitchell confirmed they had but the application was not successful, however the Council would continue to apply.

148.3 Councillor Mac Cafferty referred to paragraph 3.5, and better cycling infrastructure, and asked if that would be reflected in the integrated transport block allocation in terms of funding. Officers referred to appendix 2, which set out how the additional funding would be allocated, and said there was money currently allocated for cycle parking. Once the development of the local cycling and walking infrastructure plan has been completed, it would provide a further list of prioritised improvements.

148.4 **RESOLVED:** That the Committee –

- (i) Agreed the 2019/20 Local Transport Plan capital programme budget allocation of £6.798 million to projects and programmes and notes the additional allocations for schemes agreed at Budget Council, as set out in Appendix 2 of this report
- (ii) Noted the indicative allocation of future budgets to LTP projects and programmes for 2020/21, as set out in Appendix 2 to the report.

149 HOMELESS MOVE ON - HOLLINGBURY LIBRARY PROPOSALS

149.1 The Committee considered the report of the Executive Director Neighbourhoods, Communities & Housing, concerning a final viable scheme for the Hollingbury Library site. The Committee were advised that due to purdah the consultation on the scheme would commence in May 2019 rather than April 2019.

149.2 Councillor Bell said he fully supported the proposals but had a number of questions. He noted that the report referred to what would happen 'if the scheme

did not go ahead' and asked under what circumstances that may happen and what the alternatives would be. The funding for 2019/20 would come from the Health & Adult Social Care budget, and asked where the funding would come from after that. The HRA would be funding the purchase of the site, but where would the rent be paid to, and asked for the direction of travel as there was a mixture of HRA and Adult Social Care funding, and which policy would be used to allocate places. The Chair advised that the budget for Health & Adult Social Care after 2019/20 was not yet known, but the intention was that it would continue. The Executive Director Neighbourhoods, Communities & Housing said that if the scheme did not go ahead it would still be a site which the HRA owned and they could decide what to do with it. The site would remain an HRA asset unless this committee decided to sell it back to the General Fund. The Council would provide the tenancies, the support is provided by Adult Social Care, and the allocations would be made under our housing policies. People who would be allocated places would have been in our hostels for some time. Adult Social Care would be responsible for the service users. Rents paid would go to the HRA. The Chair noted the benefits to those who had been in hostels for a long time, who would get the support they need. The committee were advised that the tenants would be those who required low to medium levels of support.

- 149.3 Councillor Bell referred to staff office hours, and was concerned that 24 hour support was not provided. The Executive Director Neighbourhoods, Communities & Housing said that there wasn't the budget for 24 hour support. Places would be allocated by a panel. Support would be monitored and if additional support was needed that the provision would be amended.
- 149.4 Councillor Miller noted that the Financial Implications gave two different figures for funding from the HRA of £2.425m and £2.75m and asked which one was correct. There had been a grant of £750k from the government and he asked when that had been received, and noted that as one of the units would be used as an office that sum would be reduced to £690k, and if it would be possible to not have an office and have 13 rather than 12 units. The Executive Director Neighbourhoods, Communities & Housing said that £2.425m was the correct figure. With regard to when the funding was received, officers weren't sure but thought it may have been 2016. The intention was to have an office within the development as it was preferable to have a space where residents could speak to staff away from their own room.
- 149.5 The Chair noted that the figure of £2.425m was correct rather than £2.75m and asked for clarification on the figure within Recommendation 2.2, and referred to paragraph 3.13 which gave the total funding of the development as £3.115m. The Executive Director Neighbourhoods, Communities & Housing said that the amount of borrowing was £2.245m, but the total cost of the scheme was £3.115m. Therefore recommendation 2.2 should read £3.115m rather than £2.75m.
- 149.6 The Chair confirmed that Recommendation 2.2 should now read
- 'Approve an indicative budget of £3.115m financed by HRA borrowing and Homes England funding to form part of the HRA capital programme for 2019/20.'*

149.7 Councillor Janio said he may vote against this as he wanted to ensure that officers would keep Councillors updated on each stage as the scheme progressed.

149.8 RESOLVED: That the Committee approved an indicative budget of £3.115m financed by HRA borrowing and Homes England funding to form part of the HRA capital programme for 2019/20.

150 SUSTAINABILITY AND CARBON REDUCTION INVESTMENT FUND

150.1 The Committee considered the report of the Executive Director Economy, Environment & Culture, which set out the proposals to use funding agreed in the 2019/20 Council Budget to establish a Sustainability and Carbon Reduction Investment Fund.

150.2 The Chair said that this was the starting point of a journey which the Council must take seriously. The Council needed to reduce its carbon footprint and to flag up what we were doing, and this would be something which would gradually take up a larger part of the budget.

150.3 Councillor Sykes said that this was a green city in terms of aspirations, but in terms of consumption and emissions etc we were not as green as we could be. This work would go some way to helping that, and he thanked the Labour Group for supporting the amendment at Budget Council. This was a start, but we needed staff support to do the work and develop the projects. The report was excellent and there were many organisations in the city who were keen to get involved and asked that the Council work with them.

150.4 Councillor Janio thanked officers for the report, and said he was happy to support the proposals.

150.5 Councillor Mitchell welcomed the report and noted the initiatives outlined, and thanked officers for their work.

150.6 Councillor Mac Cafferty asked how the budget would be spent, and was advised that there would be a further report to this committee in July.

150.7 RESOLVED: That the Committee

- (i) Instructed officers to progress work to establish a Sustainability and Carbon Reduction Investment Fund which will support the development and delivery of citywide initiatives which aim to reduce carbon emissions, build resilience, protect and enhance biodiversity, and develop a circular economy.
- (ii) Agreed that officers would bring a further report outlining the process for agreeing and assessing projects that are delivered through the Sustainability and Carbon Reduction Investment Fund to the 11 July 2019 meeting of the Policy, Resources & Growth Committee.

- (ii) Agreed the initial thematic areas proposed at paragraph 3.12 from which a pipeline of projects and initiatives would be developed.

151 ITEMS REFERRED FOR COUNCIL

151.1 **RESOLVED:** That no items be referred to Council

The meeting concluded at 7.35pm

Signed

Chair

Dated this

day of

Subject: Petitions
Date of Meeting: 11 July 2019
Report of: Monitoring Officer
Contact Officer: Name: Lisa Johnson Tel: 01273 291228
E-mail: Lisa.johnson@brighton-hove.gov.uk
Wards Affected: All

FOR GENERAL RELEASE

1. SUMMARY AND POLICY CONTEXT:

- 1.1 To receive any petitions submitted directly to Democratic Services or any e-Petition submitted via the council's website.

2. RECOMMENDATIONS:

- 2.2 That the Committee responds to the petition either by noting it or writing to the petition organiser setting out the Council's views, or where it is considered more appropriate, calls for an officer report on the matter which may give consideration to a range of options, including the following:

- taking the action requested in the petition
- considering the petition at a council meeting
- holding an inquiry into the matter
- undertaking research into the matter
- holding a public meeting
- holding a consultation
- holding a meeting with petitioners
- calling a referendum

3. PETITIONS

3.1 (i) Suffragette Banner – Ms D Waldon (Brighton & Hove Women's History Group)

To receive the following petition - signed by 150 people at the time of publication:

B & H Women's History Group Petition: Bring Back our City's Suffragette Banner

Brighton and Hove played a very important part in the struggle for women's suffrage – our right to vote. The magnificent suffragette banner of the Brighton branch of the National Women's Social & Political Union (formed in 1907) is made of beautiful purple twill woven wool, with an applique lettering of cream cotton sateen and white silk-wrapped cotton

cord. However, it is displayed in Manchester, not here in Brighton. Many activists, including Mary Clarke, sister of Emmeline Pankhurst and the first suffragette to die for the cause, worked tirelessly in Brighton to drum up support from local people and to help turn the tide of women's rights.

One of Brighton's Borough Councillors, the late Andy Durr, discovered the banner in a local second-hand shop, and donated or loaned it for safekeeping to the People's History Museum in Manchester. We are convinced that this banner needs to come back home to stand as proud testimony to the work of the women of Brighton & Hove and to educate future generations.

Members of the B&H Women's History Group and those undersigned call on Brighton & Hove Council to negotiate the return of our banner to Brighton & Hove, whether permanently or on loan

3.2 (ii) Polling Stations at Schools – Ms F Brockwell

To receive the following petition - signed by 353 people at the time of publication:

We the undersigned petition Brighton & Hove Council to stop using schools as polling stations for local, national and European elections.

When schools are used as polling stations, the majority have to be shut, to ensure the safeguarding of pupils.

This puts additional pressure on working parents, who struggle to cover the number of school holidays as it is. Parents should not have to pay for childcare or use up annual leave to cover the council using their child's school as a polling station.

Using schools as polling stations also impacts our children's education.

Using the example of May 2019, children at Downs Infants School are due to miss 2 days of schooling per child.

By the council's own admission children " can only miss school if:

- they're too ill to go*
- they're traveling to or from a medical appointment with the GP, hospital or the dentist*
- they're traveling to or from a work experience placement*
- you asked the school for permission, in advance."*

(Taken from <https://new.brighton-hove.gov.uk/schools-and->

[learning/absent-school/when-children-can-and-cant-miss-school](#) on
25/04/19)

If parents take their children out of school, they are charged £60 per parent.

Yet parents receive no additional help to cover childcare costs when the school is closed for elections.

Why is one rule for the council, and another for hard-working parents?

For the reasons stated above we petition the council to stop using schools as polling stations for elections.

11 July 2019

Brighton & Hove City Council

WRITTEN QUESTIONS

A period of not more than fifteen minutes shall be allowed at each ordinary meeting for questions submitted by a member of the public.

The question will be answered without discussion. The person who asked the question may ask one relevant supplementary question, which shall be put and answered without discussion. The person to whom a question, or supplementary question, has been put may decline to answer it.

The following written questions have been received from members of the public.

(1) Commercial Leases

I have a list of over 800 commercial leases granted by BHCC, many are peppercorn or very low value to city, will this committee undertake a lease by lease review to establish any that could be returned to council control then used to solve the housing crisis.

Mr J Deans

Subject:	Constitutional Matters - Policy Resources & Growth Committee		
Date of Meeting:	11 July 2019		
Report of:	Executive Lead for Strategy, Governance & Law (Monitoring Officer)		
Contact Officer:	Lisa Johnson		
			Tel: 01273 291228
	Email:	lisa.johnson@brighton-hove.gov.uk	
Ward(s) affected:	(All Wards);		

FOR GENERAL RELEASE

1. PURPOSE OF REPORT 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.
- 2.3 That a Personnel Appeals Sub-Committee of Policy, Resources and Growth Committee be established to deal with dismissal and grievance matters in accordance with the Council's constitution and HR Procedures.

3. CONTEXT/ BACKGROUND INFORMATION

- 3.1 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 Policy Resources & Growth Committee – Terms of Reference

- 3.2 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

- 3.3 The membership of the committee is set at 10 Members of the council.
- 3.4 The arrangements for substitute Members to attend meetings of Committees/Sub-Committees, as set out in the Council Procedure Rules 18 to 24.

Programme Meetings

- 3.5 Ordinary meetings of the Policy Resources & Growth Committee are scheduled to take place on the following dates during 2019/20:

11 July 2019
18 July 2019 (Special)
10 October 2019
5 December 2019
23 January 2020
13 February 2020 (Budget)
19 March 2020
7 May 2020

- 3.8 Meetings of the Committee will normally be held at Hove Town Hall and will start at 4.00 p.m.

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. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 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.

5. COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 All Members considered and approved the constitution and the changes therein on the 13 December 2018.

6. CONCLUSION

- 6.1 The recommendations are being put forward in line with the requirements of the constitution.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 There are no direct financial implications arising from this report. Any costs that arise, for example around the appointment of any Urgency Sub-Committee are expected to be met within resources.

Finance Officer Consulted: Peter Francis Date: 4/6/19

Legal Implications:

- 7.2 The Council's constitution complies with the legal framework set out in the Localism Act 2011, the Local Government Act 2000 and other relevant legislation.

Lawyer Consulted: Elizabeth Culbert Date: 13/6/19

Equalities Implications:

- 7.2 There are no equalities implications arising from the report

Sustainability Implications:

- 7.3 There are no sustainability implications arising from the report.

Any Other Significant Implications:

- 7.4 None

SUPPORTING DOCUMENTATION

Appendices:

1. Policy Resources & Growth Committee Terms of Reference

Documents in Members' Rooms

1. None

Background Documents

1. The Constitution

**TERMS OF REFERENCE -
POLICY, RESOURCES AND GROWTH COMMITTEE**

Explanatory Note

This Committee has overall responsibility for the financial and other resources of the authority, for developing the authority's strategy and policy based on national government and local priorities, and for the development of partnership working. It also has responsibility for many of the services delivered to residents and customers. Its specific functions are set out in the following paragraphs.

Delegated Functions

To exercise the functions of the Council as follows:

1. Policy and Strategy

To formulate, co-ordinate and implement corporate policies and strategies and make decisions relating to such matters to the extent that they are not reserved to full Council.

2. Finance and Other Resources

- (a) To establish the framework for the allocation, control and management of the Council's resources including finance, assets, IT, land and other property;
- (b) To formulate budget proposals for adoption by the Council;
- (c) To calculate of the Council Tax Base;
- (d) To make decisions or grant authorisations on expenditure in accordance with the requirements of financial standing orders;
- (e) To deal with all financial services, including risk management, insurance and external and internal audit arrangements;

(f) To oversee the Council's information governance arrangements.
(note: this power is given concurrently to the Audit and Standards Committee).

3. Partnerships

(a) To set up, develop and review partnerships, including, but not limited to, the Local Strategic Partnership;

(b) To co-ordinate, develop, adopt and review the Sustainable Community Strategy and make recommendations to Full Council.

4. Adult Learning and Employment

(a) To discharge the Council's functions under the arrangements with the Skills Funding Agency and Young People's Learning Agency for the provision of adult education; and

(b) To discharge the Council's functions regarding the employment of physically disabled persons and youths, providing that the functions regarding youth employment shall be limited to the management of the existing establishment in Hove.

5. Neighbourhood Renewal

To discharge the Council's functions in respect of neighbourhood renewal, which include:

(a) developing and implementing the neighbourhood renewal strategy for the City in order to narrow the gap between the most deprived neighbourhoods and the rest of the City, under the themes set by national Government of: housing, health, liveability, crime, education and employment and

(b) acting as the accountable body for the neighbourhood renewal fund on behalf of the Local Strategic Partnership.

6. Grants

To deal with grants to community organisations and non-profit making bodies in the area of the Council providing that this shall not include grants in respect of educational charities which are the responsibility of the Children, Young People & Skills Committee.

7. Management of Establishments

To deal with all matters concerning establishments as are more particularly set out under the scheme of delegation to officers.

8. Catering Services in Council Establishments

To deal with all matters in connection with the provision of catering services in Council establishments used primarily by Council employees.

9. Best Value

To establish the framework for the achievement of Best Value by the Council.

10. Human Resources

To establish the framework for human resources policies and procedures and discharge the Council's functions as an employer where this is exercisable by a Committee.

11. Dismissal of certain statutory officers

To discharge the function of a statutory panel in relation to the dismissal of the Chief Executive, the Monitoring Officer or the Chief Finance Officer and to make arrangements for this function to be discharged through the Personnel Appeals Panel.

12. Property Management

(a) To manage land held for the purposes of the functions of the Committee, corporately held property and land declared surplus to the requirements of a Committee or the service area of a Director by the relevant Committee or Director.

(b) To authorise the acquisition or disposal of any land held by the Council providing that any proposal for the transfer of housing land which requires the consent of the Secretary of State shall be referred to full Council with recommendations.

13. Appointment to outside bodies

To appoint representatives to outside bodies between annual Council meetings where the timing is such that it will be more expedient for the appointment to be made by the Policy, Resources and Growth Committee rather than Full Council.

14. Public Safety – Civil Contingencies

To exercise the Council's functions in relation to emergency planning and business continuity, including the Council's functions under the Civil Contingencies Act 2004.

15. Communities

To co-ordinate and lead on the Council's functions in connection with community engagement and voluntary organisations.

16. Equalities

To co-ordinate and lead on the Council's functions in relation to Equalities and Inclusion.

17. Constitution

(a) To receive reports on and monitor the operation of the Constitution;

(b) To make recommendations to Council with a view to improving the effectiveness, accountability and transparency of the decision making process.

18. Members' Allowances

To consider the recommendations of the Independent Remuneration Panel and advise Council as appropriate.

19. General Powers

(a) To discharge all other functions of the Council not specifically delegated to another Committee or reserved to Full Council under the law, this scheme of delegation, standing orders or procedure rules;

(b) To deal with matters referred to the Committee by other Committees or Sub-Committees as having corporate budgetary or policy implications.

20. Sub-Committees, Task Groups, Member Panels and Consultation Forums

To be responsible for the setting up, review and abolition of Joint Committees, Sub-Committees, permanent task groups, permanent Member panels, consultation forums and commissions.

21. Miscellaneous Service Functions

To exercise the Council's functions in relation to the following services/functions:

(a) Electoral and ceremonial matters relevant to the Council;

(b) Matters concerning the Fire Authority;

- (c) Legal services;
- (d) Complaints services;
- (e) Performance management
- (f) Corporate procurement;
- (g) Health and safety at work (in so far as it relates to the Council as an employer);
- (h) Revenues and Benefits, including Housing Benefit and Council Tax Benefit, the administration, collection and enforcement of Council Tax and Non-Domestic Rates;
- (i) Registration of births, deaths, marriages, partnerships and associated functions;
- (j) Local Land Charges;
- (k) Corporate Information and Communication Technology Services;
- (l) Corporate communications
- (m) Democratic services.

Subject:	Annual progress update against Corporate Key Performance Indicators 2018/19		
Date of Meeting:	11 July 2019		
Report of:	Executive Lead Officer, Strategy, Governance & Law		
Contact Officer:	Name:	Rima Desai	Tel: 29-1268
	Email:	Rima.desai@brighton-hove.gov.uk	
Ward(s) affected:	All		

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

- 1.1 To report to Policy Resources & Growth Committee on the year-end 2018/19 performance progress for the period 1st April 2018 to 31st March 2019 in relation to Corporate Key Performance Indicators (KPIs).

2. RECOMMENDATIONS:

- 2.1 That Policy, Resources & Growth Committee note the progress made in relation to Corporate KPIs, particularly the corrective measures outlined for 'red' and 'amber' indicators, and further note its role in providing support and challenge to lead officers to bring performance back on track.

3. CONTEXT/ BACKGROUND INFORMATION

- 3.1 There are two overarching documents:-

- **The City's Sustainable Community Strategy** – is owned by, and the responsibility of Brighton & Hove Strategic Partnership, known as Brighton & Hove Connected, and the City Management Board.
- **BHCC Corporate Plan** – this sets out the councils Purpose, Principles and Priorities.

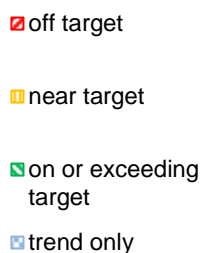
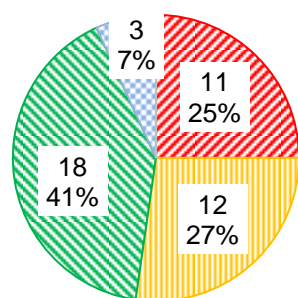
Note that progress towards delivery of the Corporate Plan outcomes is evidenced by delivery of the Corporate KPI set and supported through the successful delivery of the Directorate Plans.

- 3.2 This report is a key part of Business Planning and Management, one of the components of the council's Performance Management Framework (PMF). Full details of the PMF are set out in Appendix 3. This report is concerned with component 1 – Business planning and management.
- 3.3 Key Performance Indicators are developed to evidence delivery of the Corporate Plan. The PDP process is intended to clarify individual staff contribution towards the achievement of the relevant Principles and Priorities within the Corporate Plan.

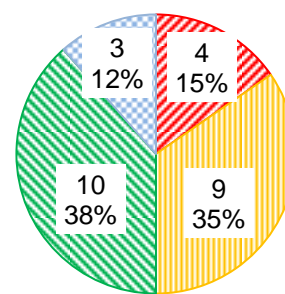
4.0 Performance Indicator Set

- 4.1 The list of Corporate KPIs and their targets for 2018/19 were set in July 2018 by Policy Resources & Growth Committee (PRG). A consistent approach has been adopted across the organisation in relation to target setting taking account of comparative information.
- 4.2 The overall performance achieved during the year against target is assigned a rating of Red, Amber or Green depending how far from target the performance is.
- 4.3 Targets were set using the following criteria:
- To set the target, use the latest available benchmarking data (e.g. statistical neighbour data, national data or any other comparable data) or any statutory/contractual target, whichever is more challenging. If performance is better than benchmarking data, current performance may be used as a target.
 - Where no benchmarking or statutory/contractual data is available, a sound rationale needs to be explained for a target figure e.g. improvement or maintenance from the current performance.
 - Where resources are reducing or being reallocated, or there are significant external factors which will impact on performance, a reduction target can be set. This will need to be clearly evidenced and agreed by Policy Resources & Growth Committee.
 - Consider the financial impact of delivering the outcome of the KPI when setting the target.
- 4.4 A rigorous target setting approach was used to give a clear appraisal of how the council is performing compared to previous years and other local authorities. Because of this approach it was predicted that achieving all the targets by the year end would be challenging.
- 4.5 The Corporate KPI set is made up of 70 indicators of which 6 are trend indicators which do not have a RAG rating applied.
- 4.6 The charts below show the proportion of indicators that were rated as Red, Amber and Green for 2018/19, plus those that are trend only. These show the KPIs that the council is responsible for and those which relate to wider issues in the city. Overall the results show 77% of the targeted indicators meeting or being within the agreed tolerance level (shown as green or amber below) at year end. In 2017/18 62% of that year's Corporate KPI set met this level; please note it is not possible to make a direct comparison between years as the previous indicator set included some different measures and was 9% larger. However, of those KPIs that were reported and targeted in both 2017/18 and 2018/19, 49% have improved, 39% have declined and 11% have maintained performance.

Corporate KPIs - Council - 2018/19



Corporate KPIs - City - 2018/19



KPIs - council	Red	Amber	Green	Trend
Economy Environment & Culture	4	3	1	0
Families Children & Learning	2	2	4	0
Finance & Resources	3	4	3	0
Health & Adult Social Care	0	2	4	1
Neighbourhoods Communities & Housing	0	1	3	0
Strategy Governance & Law	2	0	3	2
KPIs – city				
Economy Environment & Culture	4	3	5	0
Families Children & Learning	0	3	0	0
Health & Adult Social Care	0	3	1	2
Neighbourhoods Communities & Housing	0	0	4	1
Overall Total	15	21	28	6

4.7 Below are some highlights from directorates where there has been significant improvement and/or good performance against target for 2018/19. These are achieved through the combined effort of all staff throughout the organisation and from relevant partner organisations. Appendices 1 and 2 provide more information and context; the relevant page number in the Appendices is shown after each indicator.

- ✓ % of household waste sent for reuse, recycling and composting (App 1, page 2)
- ✓ The average Progress 8 score for all pupils in state-funded schools at the end of Key Stage 4 (App 1, page 10)
- ✓ Number of children in care (App 1, page 17)
- ✓ Average number of working days / shifts lost per Full Time Equivalent (FTE) due to sickness absence (not including schools) (App 1, page 21)
- ✓ Permanent admissions of older adults (65+) to residential and nursing care homes per 100,000 population (App 1, page 31)
- ✓ The number of private sector vacant dwellings returned into occupation or demolished (App 1, page 39)
- ✓ Number of businesses signed up to the Brighton & Hove Living Wage Campaign (App 2, page 12)
- ✓ % of residents that definitely or tend to agree that your local area is a place where people from different backgrounds get on well together (App 2, page 27)

4.8 Below are some highlights from directorates where performance improvement is required. Appendices 1 and 2 provide more information on these including a summary of performance so far, the context for that service and a short summary of proposed actions to improve performance. Effective performance management ensures the right

actions are taken at the right time so that the council can achieve its purpose through delivering the principles and priorities

- The average Progress 8 score of children in care in state funded schools at the end of Key Stage 4 (App 1, page 12)
- % of invoices for commercial goods and services that were paid within 30 days (App 1, page 19)
- % of people receiving continuous services over 12 months who receive a review (App 1, page 36)
- Housing Tenants: Rent collected as proportion of rent due (App 1, page 40)
- % of residents very or fairly satisfied with Brighton & Hove City Council (App 1, page 44)
- Nitrogen Dioxide levels in Brighton and Hove ($\mu\text{g}/\text{m}^3$ - micrograms per cubic meter): North Street (App 2, page 5)
- Annual average daily traffic counts on key routes into the city - Inner routes (App 2, page 7)
- Rate of deaths from drug use per 100,000 population (App 2, page 21)

4.9 Direction of travel for each KPI is included in Appendices 1 and 2. Each KPI is marked with 'improving', 'declining', or 'no change'. The method for determining each Direction of travel is as follows:

- Where the indicator was reported last year the assessment is based on if performance has improved or worsened from 2017/18 – 2018/19
- Where the indicator is new in 2018/19 comparison is made from Q2-Q4 2018/19 if possible
- Where neither of these are possible it is noted as 'new in 2018/19' or 'not comparable with 2017/18'
- Trend indicators are shown as increasing or decreasing trend

5. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

5.1 Through consultation with ELT the Performance Management Framework currently in operation was deemed to be the most suitable model.

6. COMMUNITY ENGAGEMENT & CONSULTATION

6.1 This is an internal performance reporting mechanism and as such no engagement or consultation has been undertaken in this regard.

7. CONCLUSION

7.1 The council must ensure that it uses a robust Performance Management Framework to meet the challenges of delivering services in the financial context that local authorities are now working in.

8. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

8.1 There are no direct financial implications arising from this report

Finance Officer Consulted: Peter Francis

Date: 13/06/19

Legal Implications:

- 8.2 The framework described here and the actions reported on are a key part of the arrangements put in place by the council to ensure that it meets its general duty (pursuant to section 3 of the Local Government Act 1999) to ensure continuous improvement in the exercise of its functions. No other direct legal implications have been identified.

Lawyer Consulted:

Victoria Simpson

Date: 25/06/19

Equalities Implications:

- 8.3 Working with the Equalities Team, relevant corporate KPIs have been identified for the initial phase where officers will be expected to articulate equalities implications within the performance report, and will be required to evidence how they are using this data to inform service improvements in relation to reducing inequalities.

Sustainability Implications

- 8.4 Sustainability will be improved through working to meet the relevant KPI measures detailed within this report.

Any Other Significant Implications:

- 8.5 No further significant implications arising from this report.

SUPPORTING DOCUMENTATION

Appendices:


1. Detailed KPI report for 2018/19 – Council KPIs
2. Detailed KPI report for 2018/19 – City KPIs
3. Context: Performance Management Framework and Golden Thread



Brighton & Hove City Council

Appendix 1: 2018-19 Council Corporate KPIs - annual results

Period: Apr-18 - Mar-19

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
2018-19 Economy Environment & Culture - Council (Corporate) Quarterly				
% of household waste sent for reuse, recycling and composting (3 month lag) [Corporate - council]	%	37.70	28.90	 Improving

Position:

Between April and December 2018 28.9% of the household waste in the city was sent by the Authority for reuse, recycling, composting or anaerobic digestion (source Waste Data Flow reports).

The trend of this result on a quarterly basis were:

2017/18: Q1 - 29.1%, Q2 - 28.7%, Q3 - 28.5% and Q4 - 28%

2018/19: Q1 - 30.4%, Q2 - 28.9%, Q3 - 28.1%

The target for 2018/19 has been set at 37.7% this is the CIPFA comparator average.

The annual trend for the performance indicator is:

2010/11 = 27.7%

2011/12 = 28.1%

2012/13 = 26.8%

2013/14 = 25.8%

2014/15 = 25.2%

2015/16 = 24.6%

2016/17 = 27.8%

2017/18 = 28.6%

Commentary


The City Environment Modernisation Programme is developing a sustainable future for the service in the context of reducing council budgets, increases in customer demand and an expanding service offer. Many projects within the Programme will have an impact on the percentage of waste sent for reuse, recycling and composting:

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

The levels of recycling in the city have increased by just over 1% from the last financial year. This is likely to be in part due to the roll out of wheeled recycling bins which operatives report are leading to some people recycling who have not done so before. In addition the recent national publicity on the negative impact of plastics may have led to an increase in recycling.

Actions

1. Improve the collections of domestic recycling through the Round Restructure Project (Head of Operations, Jun 19)
2. Deliver the Increasing Recycling Project (Head of Service Improvement & Modernisation, Sep 19)
3. Rollout more recycling wheelie bins (Head of Service Improvement & Modernisation, Jun 19)
4. Begin taking on new garden waste customers (Head of Service Improvement & Modernisation, Mar 19)

Missed refuse collections per 100,000 collections [Corporate - council]	No.	75.00	171.00	 Declining
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INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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Position:

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

The year to date performance trend is:

Apr to Jun 2017 = 40 per 100,000

Apr to Sep 2017 = 62 per 100,000

Apr to Dec 2017 = 57 per 100,000

Apr to Mar 2018 = 79 per 100,000

Apr to Jun 2018 = 215 per 100,000

Apr to Sep 2018 = 195 per 100,000

Apr to Dec 2018 = 171 per 100,000

Apr 18 to Mar 19 = 171 per 100,000

The target was set at 75 to represent a modest improvement in the 2017/18 performance levels to reflect the potential impact of the changes being implemented. The changes have made reporting missed collections easier and more reliable than it has been as the trend shows.

Commentary

There has been a significant increase in the number of missed collections, this includes difficulty in retaining and recruiting drivers; access issues to certain areas of the city due to increased density of parking in some areas where there are no controlled parking zones; fleet which is too large to access some streets; lack of management and operative capacity. In addition to this there has been a change to the way that data on missed collections is captured, having made it easier for residents to report when collections are missed. This provides a more accurate reflection of the service. Results show a continuing improvement following a spike in missed collections figures earlier in the year.

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

Activities within the Programme will have an impact on the number of missed collections. For example:

- Improving the information flow between the Contact Centre and operations means missed work will be communicated better
- Identifying persistent missed collections means changes can be made to stop it happening
- The Round Restructure Project will ensure the service is reliable and resilient to ensure collections are made on the scheduled day

Next Steps:

1. Implement new Management Framework (Assistant Director and Head of Operations, Jun 19)
2. Restructure Rounds (Head of Operations, Mar 20)
3. Review Fleet (Head of Fleet and Head of Operations, Sep 19)
4. Review Access issues with Highways (Head of Operations, Dec 19)
5. Deliver the Customer Experience Project (Head of Service Improvement & Modernisation, Sep 19)

Missed recycling collections per 100,000 collections [Corporate - council]

No.

100.00

337.00



Declining

Position

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

The target was set at 100 to represent a modest improvement in the 2017/18 performance levels to reflect the potential impact of the changes being implemented. The changes have made reporting missed collections easier and more reliable than it has been as the trend shows.

Year to date performance trend:

Apr to Jun 2017 = 53

Apr to Sep 2017 = 131

Apr to Dec 2017 = 136

Apr to Mar 2018 = 175

Apr to Jun 2018 = 319

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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Apr to Sep 2018 = 452

Apr to Dec 2018 = 370

Apr 18 to Mar 19 = 337

Commentary

There has been a significant increase in the number of missed collections, this includes difficulty in retaining and recruiting drivers; access issues to certain areas of the city due to increased density of parking in some areas where there are no controlled parking zones; fleet which is too large to access some streets; a lack of management and operative capacity.

It is now easier for residents to report missed collections which may account for the significant increase and provides a more accurate reflection of the service.

Results show a continuing improvement following a spike in missed collections figures earlier in the year.

The results for recycling are worse than refuse because missed refuse is prioritised over recycling due to the greater environmental risks of uncollected refuse. Plus, recycling trucks are larger than refuse trucks meaning they suffer more from narrow access.

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

Activities within the Programme will have an impact on the number of missed collections. For example:

- Improving the information flow between the Contact Centre and operations means missed work will be communicated better
- Identifying persistent missed collections means changes can be made to stop it happening
- The Round Restructure Project will ensure the service is reliable and resilient to ensure collections are made on the scheduled day

Next Steps:


1. Implement new Management Framework (Assistant Director and Head of Operations, Jul 19)

2. Restructure Rounds (Head of Operations, Jun 19)

3. Review Fleet (Head of Fleet and Head of Operations, Jun 19)

4. Review Access issues with Highways (Head of Operations, Dec 19)

5. Deliver the Customer Experience Project (Head of Service Improvement & Modernisation, Sep 19)

% of streets inspected which are found to have widespread or heavy levels of litter [Corporate - council]	%	4.00	3.20	 GREEN
				Improving

Position:

Latest data available is up to December 2018, spot checks were not carried out January-March 2019 due to work pressures and staff absence. This indicator is under review.

Between October and Dec 2018, 3.2% of the streets checked had litter levels which were below grade B using the national measure 'Street and environmental cleanliness: Litter'. This process grades streets and other areas of land on the following scale for litter:

- Grade A – no litter or refuse
- Grade B – predominantly free of litter and refuse except for some small items
- Grade C – widespread distribution of litter and refuse, with minor accumulations
- Grade D – heavily littered, with significant accumulations.

The target has been set at 4% which is a modest improvement on the 17/18 outturn as there is no comparative information available.

The quarterly trend for this result is:

Apr to Jun 2017 = 4.1%

Jul to Sep 2017 = 4.2%

Oct to Dec 2017 = 4.1%

Jan to Mar 2018 = 4.3%

Apr to Jun 2018 = 6.5%

Jul to Sep 2018 = 3.8%

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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Oct to Dec 2018 = 3.2%

Commentary


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

Activities within the Programme will have an impact on the cleanliness of the city's streets. For example:

- Bringing the environmental enforcement service in-house will enable resources to be targeted at particular hotspots across the city.
- Improvements to the website content about what constitutes environmental crimes means more people will understand the implications of littering
- Improving litter bin provision will discourage people to throw rubbish on the ground

Actions

1. Continue the delivery of the #StreetsAhead anti-littering campaign (Head of Service Improvement & Modernisation, ongoing)
2. Review options for measuring street cleanliness (Head of Operations, Aug 19)

The speed of determining applications for major development [Corporate - council]	%	93.70	92.19	 Declining
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Position:

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

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

Mar 2017 = 91.18% (62 applications determined in time, 68 applications determined)

Jun 2017 = 92.06% (58 applications determined in time, 63 applications determined)

Sep 2017 = 92.54% (62 applications determined in time, 67 applications determined)

Dec 2017 = 95.77% (68 applications determined in time, 71 applications determined)

Mar 2018 = 96.83% (61 applications determined in time, 63 applications determined)

Jun 2018 = 96.61% (57 applications determined in time, 59 applications determined)

Sep 2018 = 93.44% (57 applications determined in time, 61 applications determined)

Dec 2018 = 93.44% (57 applications determined in time, 61 applications determined)

Mar 2019 = 92.19% (59 applications determined in time, 64 applications determined)

The target was set at 93.70% which was the CIPFA Comparator average

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

Commentary:


The local target is set significantly higher than the national target to reflect CIPFA comparators. The recent dip in performance is attributed to the number of majors being small so one or two applications can have a greater impact on the performance outcome. Additionally this not considered to be a trend but a dip in performance. So for example when considered across the 24 month this represents an improvement across the two year period, e.g. 91.55% in December 2016. The Service is comfortably meeting nationally set KPI (60%) and has been consistently exceeding this target, both by determining applications within 13 weeks or by agreeing extensions of time or Planning Performance Agreements (PPAs) with applicants.

Actions:

- 1) Continue current working practices and agreeing extensions of time or Planning Performance Agreements (PPAs) with applicants (Planning Manager, ongoing)
- 2) Continue to monitor performance (Planning Manager, ongoing)
- 3) With assistance from the Business Development Manager appointed Jan 19, implement project

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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management approach to dealing with major applications to assist with processing of applications and reflection on how to improve to ensure performance is maintained. (Planning Manager, Sep 19)

The speed of determining applications for non-major development [Corporate - council]	%	89.20	74.24	 Declining
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Position:

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

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

Mar 2017 = 68.26% (2766 applications in time, 4052 applications determined)

Jun 2017 = 74.02% (3074 applications in time, 4153 applications determined)

Sep 2017 = 80.15% (3363 applications in time, 4196 applications determined)

Dec 2017 = 85.28% (3546 applications in time, 4158 applications determined)

Mar 2018 = 85.63% (3431 applications in time, 4007 applications determined)

Jun 2018 = 81.32% (3152 applications in time, 3876 applications determined)

Sep 2018 = 77.01% (2800 applications in time, 3636 applications determined)

Dec 2018 = 74.85% (2803 applications in time, 3745 applications determined)

Mar 2019 = 74.24% (2795 Applications in time, 3765 applications determined)

The target of 89.2% has been set using the average of our CIPFA nearest neighbours.

The government minimum standard for the speed of determining applications for non-major development is 70%.

Authorities performing below this are at risk of intervention from central government with applicants having the option of having decisions made by the Secretary of State.

Commentary:

At the end of December 2018, the service achieved 74.24% for the determination of non-major applications. Though this exceeds the Government set target of 70% (for 2019 as outlined in Improving planning performance - Criteria for designation (revised 2018) issued November 2018), it is reduced compared to the 85.63% achieved at the end of March 2018 and is below the target of 84.7% set using the average of our CIPFA nearest neighbours. Furthermore since March 2018 there has been a consistent reduction in the performance. In addition, looking ahead as the exceptionally high months of 2017 drop off from the rolling 24 month the average performance will potentially reduce further.

This is a consequence of a number of factors including challenges with staff recruitment with vacancies at Principal Planning Officer/Senior and Planning Officer and the difficulty in recruiting experienced staff. Discussions are now focused on tackling the difficult and challenging recruitment of more senior officers and the head of service is now looking at market supplements.

It is important that the benefits of the Business Process Improvement (BPI) are realised. The service has introduced Public Access and is continuing to work on additional modules, including report writing, consultee access and electronic working, which will help to increase throughput and performance. In December, the service rolled out phase 1 of Enterprise, a workflow module connected to uniform. This sets tasks to assist Officers with their work and has been designed to help officers work to sooner in the process so there is a greater opportunity to meet the 8 week target. In February, the service rolled out phase 2 of Enterprise tasks, which will assist with processing applications in time. In November 2018, the service introduced a Performance Action Plan, which is aimed at improving performance and this is been revised and updated in April 2019. In January, we introduced a monthly target which has set achievable targets per month to achieve 75% by the end of September, the monthly target was achieved in both January and March. Principal Planning Officers are working with case officers on an individual basis to improve performance.


The reliance on EOTs does need to reduce overall moving into 2019, however these will need to continue as an interim measure to ensure performance targets are met. The average length of time to determine

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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applications also needs to improve.

Actions:

1. Revise and update the Performance Action Plan which aims to introduce a more streamlined and efficient service that is more customer focused. (Planning Managers & Principal Planning Officers, August 2019)
2. Work on measures to assist recruitment to vacant posts (Head of Planning, September 2019)
3. Continue work to implement electronic working and introduce electronic work flow - Enterprise (Information Manager and Planning Managers, August 2019)
4. Complete review of planning decisions (Planning Managers, September 2019) and implement recommendations (December 2019)
5. Management training to support managers with developing and performance managing staff (Planning Managers & Principal Planning Officers, training February & March 19, implemented August 2019)
6. Agreement has been given by ELT to seek an external resource to assist with the processing of approximately 160 applications. This is intended to free up case officers so that we can implement many of the other measures identified to assist with performance in a more effective manner. Procurement is to commence in April 2019. (Business Development Manager, September 2019)
7. Ensure staff are working towards quantitative and qualitative measures identified in Performance Development Plans (PDPs) 2018, continual review in 121s and PDP in Spring/Summer 2019 which will support staff to increase throughput of applications (Planning Managers, on-going)

% major planning application decisions that are overturned at appeal [Corporate - council]	%	1.80	3.13	 RED
				Declining

Position:

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

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

The trend of the 24 month result is:

Mar 2017 = 4.29% (Overturned at appeal = 3, Total decisions = 70)

Jun 2017 = 6.15% (Overturned at appeal = 4, Total decisions = 65)

Sep 2017 = 5.80% (Overturned at appeal = 4, Total decisions = 69)

Dec 2017 = 5.48% (Overturned at appeal = 4, Total decisions = 73)

Mar 2018 = 3.08% (Overturned at appeal = 2, Total decisions = 65)

Jun 2018 = 1.64% (Overturned at appeal = 1, Total decisions = 61)

Sep 2018 = 3.17% (Overturned at appeal = 2, Total decisions = 63)

Dec 2018 = 3.28% (Overturned at appeal = 2, Total decisions = 61)

Mar 2019 = 3.13% (Overturned at appeal = 2, Total decisions = 64)

The target is set at the average for our CIPFA comparator group at 1.80%

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


Commentary:

Performance on this indicator continues to exceed the Government minimum standard.

The service recently introduced customer service standards, which includes feedback and offering the opportunity to amend applications. This coupled with an enhanced package of pre-application discussions keeps the number of appeals low.

Actions:

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
1) Continue to invest in pre-application discussions to ensure schemes are submitted which are likely to result in a favourable recommendation to reduce the number of appeals (Planning Manager, ongoing); 2) Decision review project commenced. Analyse background to/reasons for current % of applications refused, including appeal decisions as part of the Modernisation Programme. (Planning Manager, Sep 19). 3) Monitor appeal decisions for trends to allow adaptation and flexibility in policy and decision making (Planning Manager, ongoing).				

% non-major planning application decisions that are overturned at appeal [Corporate - council]	%	1.10	1.68	 Improving
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Position:

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

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

The trend of the 24 month result is:

Mar 2017 = 3.14% (Overturned at appeal = 128, Total decisions = 4070)

Jun 2017 = 2.96% (Overturned at appeal = 123, Total decisions = 4151)

Sep 2017 = 2.99% (Overturned at appeal = 126, Total decisions = 4221)

Dec 2017 = 2.75% (Overturned at appeal = 115, Total decisions = 4185)

Mar 2018 = 2.65% (Overturned at appeal = 107, Total decisions = 4032)

Jun 2018 = 2.51% (Overturned at appeal = 98, Total decisions = 3904)

Sep 2018 = 2.48% (Overturned at appeal = 91, Total decisions = 3661)

Dec 2018 = 2.07% (Overturned at appeal = 78, Total decisions = 3776)

Mar 2019 = 1.68% (Overturned at appeal = 64, Total decisions = 3805)

The target is set at the average for our CIPFA comparator group at 1.10%

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

Commentary:

Performance on this indicator continues to exceed the Government minimum standard and shows a reduction in the percentage in the last quarter, although this performance level continues to be higher than the average of our CIPFA comparator group.

The service introduced customer service standards in October 2017, which includes feedback and offering the opportunity to amend applications. This coupled with continuing to improve and promote pre-application discussions and other work strands within the modernisation strands and work on moving towards a positive planning service will reduce the number of appeals in the future.

In the Autumn of 2018, managers in the DM service started work on a new modernisation work strand, which includes a review of refusals to ensure we are making quality and consistent decisions and appeal decisions. This will identify areas to work with to change practices or to work directly with applicants to address persistent areas of refusal, therefore reducing the number of applications at appeal. Work on this project

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

Actions:

1) Continue to invest in pre-application discussions to ensure schemes are submitted which are likely to

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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result in a favourable recommendation to reduce the number of refusals and appeals (Planning Managers, July 2019);

2) Timeliness and quality of pre-application advice to be improved through a working group reviewing the process and how officers manage this work alongside applications (Planning Managers & Principal Planning Officers, July 2019)


3) Implement the 'creating a positive planning service' strand of the Modernisation Programme which includes increasing efficiencies and measures to negotiate to reduce the number of refused schemes (Planning Managers, July 2019)

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

5) Review of decisions project (Planning Managers, September 2019, implementation roll out of project, December 2019)

6) Review the SPD Householder Extensions (working group of DM and Policy officers, September 2019)

2018-19 Families Children & Learning - Council (Corporate)

% of schools that are judged good or outstanding by Ofsted [Corporate - council]	%	85.30	92.80	
				Declining

Position:

As at the end of March 2019, 92.8% of schools in Brighton and Hove were judged to be good or outstanding. No schools were judged as inadequate. Since the last quarter eight schools were inspected; six primary schools, one secondary school and one special school. Judgements remained the same. They were 'good' for the primary schools and the secondary school and 'outstanding' for the special school. This reporting excludes independent and non-maintained special schools.

The quarter by quarter trend is:

Jan to Mar 2017 93.2%

Jan to Mar 2018 93.1%

Apr to Jun 2018 90.3%

Jul to Sep 2018 93.1%

Oct to Dec 2018 92.8%

Jan to Mar 2019 92.8%

The target is the national average judged to be good or outstanding as at the end of March 2019, which is currently 85.3%. These figures exclude new schools awaiting their first ever inspection, independent settings and non-maintained special schools, which Ofsted has a duty to inspect. When there is a conversion to an academy Ofsted now uses the judgement of the predecessor school.

Below is a breakdown of the percentage of schools judged good or outstanding by phase and comparison figures for England as at the end of March 2019:

All schools: 92.8% (England 85.3%, statistical neighbours 82.5%)

Nursery Schools: 100% (England 97.9%)

Primary: 92.3% (England 86.7%)

Secondary: 100% (England 75.0%)

Special: 66.7% (England 91.5%)

Pupil Referral Units: 100% (England 83.5%)

Colleges: 100% (Please note this is not included in the overall figure.)

Non maintained special schools 100% (Please note this is not included in the overall figure.)

Below is a breakdown of the percentage of pupils in good or outstanding schools as at the end of March 2019:

All schools: 94.1% (England 84.7%, statistical neighbours 82.7%)

Nursery Schools: 100% (England 98.1%)

Primary: 90.5% (England 87.4%)

Secondary: 100% (England 80.2%)

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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Special: 83.7% (England 94.1%)
Pupil Referral Units: 100% (England 77.1%)

Commentary:

The Standards and Achievement Team are focusing on all RI schools and 4 schools which are vulnerable to downgrading. The number of 'Requires Improvement' (RI) schools has reduced to 5. The high number of good and outstanding schools in the city is a reflection of the strong partnership working between the schools and between schools and the LA. Each school is categorised according to historic performance and a programme of intervention is devised to improve outcomes in each school. A new categorisation process has been established for primary schools and is in use to enable the identification of and interventions needed to address issues in a decisive and timely manner.

Actions:

1. Support all Requires Improvement schools and ensure they have robust improvement plans and support. These are monitored through School Improvement Boards. (Head of Education, Standards and Achievement, August 2019)
2. All schools will be monitored carefully and any schools that become vulnerable to RI will be supported and challenged through a School Improvement Board. (Head of Education, Standards and Achievement, August 2019)
3. Continue school improvement boards for 2 new RI school that support and challenge the new leadership and governance in their journey to good. (Head of Education, Standards and Achievement, August 2019)

The average Progress 8 score of all pupils attending state funded schools at the end of Key Stage 4 [Corporate - council]	No.	-0.02	-0.02	 GREEN
				Not comparable to 2017/18

Position:

The Progress 8 score in Brighton and Hove was -0.02 in the 2017/18 academic year. This result is not directly comparable to last years because new GCSEs awarded 9-1 grades have been introduced for 20 subjects, including sciences and modern foreign languages. The national Progress 8 score was -0.02, the statistical neighbour average was -0.01, and the south east coastal strip average -0.12. The bottom scoring 25% of local authorities scored lower than -0.15. The target shown is the national result. The target for 2017/18 was to be above both national and stat neighbour performance.

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

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

The 2017/18 Attainment 8 score for Brighton & Hove was 48.0. This result is not directly comparable to last years because new GCSEs awarded 9-1 grades have been introduced for 20 subjects, including sciences and modern foreign languages. The target was to be higher than both the national result and the average of Brighton and Hove's statistical neighbour authorities. The national result for 2017/18 was 46.6, the statistical neighbour average was 47.6, and the south east coastal strip average was 45.0. The 'South East coastal strip' comparator group comprises of Medway, Kent, West Sussex, Brighton & Hove, East Sussex, Portsmouth, Southampton, Hampshire and Isle of Wight.

The percentage of pupils that achieved a strong pass (grade 5 and above) in English and maths for Brighton & Hove was 46.7% for the 2017/18 academic year. National was 43.5%, the statistical neighbour average 45.8% and the coastal strip average 41.1%. For Brighton & Hove in 2016/17 the percentage of pupils achieving a strong pass (grade 5 and above) in English and maths was 47.2%. All data is final release data as published by the DfE.

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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Commentary:

Performance in Brighton and Hove is good in terms of being above the national average for most attainment measures. This is a reflection of the ongoing commitment to school improvement within the LA and across Brighton and Hove's Education Partnership.


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

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

Actions:

1. Schools that have significantly below average attainment have regular meetings with Head of Education, Standards and Achievement to review progress. (Head of Education Standards and Achievement, August 2019)

2. Continue to identify focus schools and set robust challenge and support for improving disadvantaged pupil outcomes following mock results. (Head of Education, Standards and Achievement, August 2019)

The average Progress 8 score of disadvantaged pupils all pupils attending state funded schools at the end of Key Stage 4 [Corporate - council]	No.	-0.44	-0.57	 Not comparable to 2017/18
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Position:

The Progress 8 score for disadvantaged pupils in Brighton and Hove was -0.57 in the 2017/18 academic year.

This result is not directly comparable to last year's, because new GCSEs awarded 9-1 grades have been introduced for 20 subjects, including sciences and modern foreign languages.

The national result was -0.44, the statistical neighbour average was -0.55, and the south east coastal strip was -0.63.

The target shown is the national result. The target for 2017/18 was to be above both national and stat neighbour performance.

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

Attainment 8 is separate measure which better measures the outright attainment of pupils. It is a single number which represents average performance of all pupils across 8 GCSEs and equivalent qualifications at the end of secondary school, with extra weightings given to English, and Maths. The Attainment 8 score for disadvantaged pupils in Brighton & Hove was 34.9 in the 2017/18 academic year. The national result for disadvantaged pupils was 36.8 the statistical neighbour average was 34.6, and the south east coastal strip was 33.5. These results also cannot be compared to previous years because of changes in GCSE grading. All data is final release data as published by the DfE.

Commentary:

Outcomes for disadvantaged pupils clearly remain a significant challenge for this city however information now suggests gains particularly at KS4. The 'Reducing the Difference Strategy' therefore continues to be implemented in Brighton and Hove and is likely to remain a key priority for some time.

There is increasing evidence through the autumn term school visits that schools are much more aware of this as a priority and are much more skilled in tracking, monitoring and intervening to address underperformance. There is also evidence through the School Improvement Board meetings in schools,

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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through Head teacher conferences and events and in data tracking exercises that the schools are monitoring more forensically and prioritising more rigorously the performance of disadvantaged groups. Further evidence to support this also comes from Ofsted inspections over the last 12 months. The Local Authority (LA) are uncertain how much this will be translated into quantifiable gains moving forward and are still awaiting more detailed data to be released in January 2019. It is also clear that impacting on progress outcomes is a long-term intervention and it is unlikely that improvements will necessarily be seen immediately within an academic year.

A pupil premium group has now been formed in secondary schools but has yet to deliver on pupil premium review. This however has now commenced but in early stages. It has been supported by a senior leader seconded to the Local Authority for 1 day per week and Pavilion and Downs Teaching School.. Further actions are to be planned in the autumn term.


The Head of Education, Standards and Achievement has met with all secondary heads to further highlight issues with data and presented detailed data and findings from analysis. Individual school partnership adviser visits have further followed up and examined data closely in autumn term visits.

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

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

Actions:

1. Continue to identify focus schools and set robust challenge and support for improving disadvantaged pupil outcomes following mock results (Head of Education, Standards and Achievement, August 2019)
2. Further embed a secondary pupil premium group and deliver pupil premium reviews in secondary schools along and agree further actions to support improvement (Head of Education Standards and Achievement, August 2019)
3. Continue to provide training to governing bodies to enable them to track and challenge the impact of pupil premium spend on outcomes for disadvantaged groups. (Head of Education, Standards and Achievement, August 2019)
4. A strategic group which is a subgroup of Brighton and Hove Education Partnership needs fully embedding following the inaugural meeting to agree new actions to improve outcomes (Head of Education, Standards and Achievement, August 2019)

The average Progress 8 score of children in care in state funded schools at the end of Key Stage 4 [Corporate - council]	No.	-1.20	-1.52	 RED
				Not comparable to 2017/18

Position:

The 2017/18 average Progress 8 score for children in care was -1.52.

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

In 2016/17 the Progress 8 score for children in care was -1.60, which while a better score, although this is not directly comparable as continuing adjustments to the national grading are made.

In 2017/18 the national average progress 8 score for children in care was -1.2 for children in care nationally. The statistical neighbour average was -1.23 and the South East was -1.17.

The target shown is the national result. The target for 2017/18 was to be above both national and statistical neighbour performance.

Progress 8 aims to capture the progress a pupil makes from the end of key stage 2 to the end of key stage 4. It compares pupils' achievement – their Attainment 8 score – with the average Attainment 8 score of all pupils nationally who had a similar starting point (or 'prior attainment'), calculated using assessment results from the end of primary school. Progress 8 is a relative measure; therefore the national average Progress 8 score for mainstream schools is very close to zero. When including pupils at special schools the national average is not zero as Progress 8 scores for special schools are calculated using Attainment 8 estimates

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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based on pupils in mainstream schools. Progress 8 is part of the new secondary accountability system being implemented from 2016. Progress 8 is a relative measure, which means that the overall national score remains the same between years. In 2017, a new methodology was implemented which changed the basis for calculating key stage 2 prior attainment. Previously attainment had been calculated using an average for English (reading and writing) and maths scores. This was revised to be just reading and maths. This resulted in a larger proportion of pupils with higher key stage 2 prior attainment scores. The Progress 8 measure should not be compared year on year.

Attainment 8 is also measured, looking at the average achievement of pupils in up to 8 qualifications. The average Attainment 8 score for children in care is 18.1 (F/E range) for Brighton and Hove compared to 18.9 (F/E grade range) for children in care nationally. The result for all pupils is 48.0 (B/C range) in Brighton & Hove and 46.4 (B/C range) nationally.

Commentary:

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

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

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

The current PEP system has been evaluated and the decision has been made to introduce an electronic PEP (ePEP) for September; the voice of the child and their aspirations will continue to be a focus.

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

Visits to the head teachers of schools with the largest number of children in care are carried out; these enable further support to be explored; progress to be challenged and good practice to be shared.

“Revision skills for GCSE Maths” sessions were commissioned by the virtual school and were attended by a small number of foster carers, who found this helpful.

In partnership with a Brighton school the Virtual School has offered a bespoke GCSE Maths course for foster carers, so that carers feel confident in how they support Maths skills; this starts in the summer term of this school year.

A small cohort of children who are persistently absent have been supported on attendance plans and the Virtual school is working in close collaboration with schools and the professionals involved with these children in order to support them improving their attendance.


The virtual school is currently engaged in training to pods of social workers, with attendance, maths progress and PEPs key aspects. An attendance plan has been incorporated into the PEPs of selected children.

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

Actions:

1. Support the Maths GCSE course for foster carers, so that it is well attended by foster carers. (Headteacher of Virtual School, July 2019).
2. Continue to deliver revised training to all social care pods on new developments in education and current priorities, including attendance (Headteacher of Virtual School, throughout the year).
3. Continue to reinforce links between the virtual school, head teachers and designated teachers, through school visits and designated teacher training events. (Headteacher of Virtual School, July 2019).

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
4. Ensure the upcoming foster carer and Virtual school summer conferences address the need to raise aspirations for children in care and children previously in care and are well attended. (Headteacher of Virtual School, July 2019).				
5. Ensure schools, social work teams, IRO (Independent Reviewing Officer) teams and foster carers receive training ahead of the implementation of the new electronic Personal Education Plan. (Head teacher of Virtual School, July 2019).				
6. Ensure the "Raising Aspirations" trip to Oxford University for children in key stage four is planned for the summer term. (Head teacher of Virtual School, July 2019).				
7. Work with Social Emotional Mental Health, Behaviour and Attendance Partnership (BAP) and Special Educational Needs teams to ensure children in care are receiving the support they need in a timely and effective manner. (Head teacher of Virtual School, July 2019).				

% of all pupils attending state funded schools achieving the 'expected standard' in reading, writing and maths at the end of key stage 2 [Corporate - council]	%	65.00	67.00	 Improving
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Position:

The published revised data confirms that 67% of all pupils in Brighton and Hove achieved the expected standard in the reading test, writing teacher assessment and the maths test, during the 2017/18 academic year.

This is a 3-percentage point increase from 64% in the 2016/17 academic year.

The target is to be higher than the national benchmark of 65%, which itself was an increase against the previous year's national figure of 61%.

The statistical neighbour local authority level data has now been published as 64%.

This is the third year of the new key stage 2 tests in maths, reading and grammar, punctuation and spelling, to reflect the new primary curriculum, introduced in 2014.

KS1 to KS2 Brighton and Hove progress data:

Reading Progress +0.5 (Last Year +1.2) National 0.0

Writing Progress -0.7 (Last Year -0.2) National 0.0

Maths Progress -0.5 (Last Year -0.4) National 0.0

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

Commentary:

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

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

Progress in writing and maths are both a significant change.

A new streamlined system for monitoring and categorisation has been fully implemented. This allows a more accurate and quicker method of identifying schools in need of support throughout the year. This School Partnership Adviser led model of categorisation supports and challenges primary schools to improve standards. Partnership chairs have now been involved in this process. School Improvement Boards are in place for higher support schools. School to school, teaching schools and national leaders of education also support improvements within Brighton Schools.


A Maths project continues where focused work is taking place to support 12 schools. This will continue for the rest of the academic year. A further 8 schools are supported with an LA lead programme. Writing progress has become more of a challenge following 2018 results and training is being delivered this term

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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to support schools. Further projects for writing are being investigated in partnership with teaching schools.

Actions:

1. Further work will be investigated to support writing with the view to commission further support for schools to help them improve standards. (Head of Education, Standards and Achievement, May 2019)
2. Further support and challenge will be given to schools via termly SPA meetings on standards (Head of Education, Standards and Achievement, May 2019)

% of disadvantaged pupils attending state funded schools achieving the 'expected standard' in reading, writing and maths at the end of key stage 2 [Corporate - council]	%	51.00	47.00	 Improving
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Position:

The percentage of Brighton & Hove disadvantaged pupils making the 'expected level' in 2017/18 (which is achieving the expected standard in the reading test, writing teacher assessment and the maths test) was 47%. Disadvantaged pupils are those pupils eligible for free school meals in the last six years; or looked after continuously for 1 day or more; or formerly in care and recorded as such in school census).

There has been a 2-percentage point increase in performance this year, compared to the previous academic year where performance was 45%.

The target for 2017/18 was to be above national results for disadvantaged pupils, which were 51%. The statistical neighbour result was 48%.

The Department for Education comparison group for disadvantaged pupils is other (non-disadvantaged) pupils nationally. The revised non-disadvantaged figure was 71%.

Commentary:

Outcomes for disadvantaged pupils clearly remain a significant challenge for this city and early non-validated information may suggest small gains particularly at KS4.

The 'Reducing the Difference Strategy' therefore continues to be implemented in Brighton and Hove and is likely to remain a key priority for some time. Part of this strategy aims to improve outcomes for disadvantaged at KS2.

There is increasing evidence through the Autumn term's 'Know Your School visits' that schools are much more aware of this as a priority and are much more skilled in tracking, monitoring and intervening to address underperformance. There is also evidence through the School Improvement Board meetings in schools, through Head teacher conferences and events and in data tracking exercises that the schools are monitoring more forensically and prioritising more rigorously the performance of disadvantaged groups. Further evidence to support this also comes from Ofsted inspections over the last 12 months. The Local Authority (LA) are uncertain how much this will be translated into quantifiable gains in 2019 and are still awaiting more detailed data to be released in January 2019. It is also clear that impacting on progress outcomes is a long-term intervention and it is unlikely that improvements will necessarily be seen immediately within an academic year.

Pupil premium reviews are now being led by National Leaders of Education and have been completed in 8 out of 10 primary schools. A pupil premium champion has now been appointed and work will include disseminating learning from these reviews and national research.


The Head of Education, Standards and Achievement has met with all secondary heads to further highlight issues with data and presented detailed data and findings from analysis. Individual school partnership adviser visits have further followed up and examined data closely in autumn term visits.

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

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

Actions:

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
1. Continue to identify focus schools and set robust challenge and support for improving disadvantaged pupil outcomes following mock and summer results (Head of Education, Standards and Achievement, August 2019)				
3. Continue to provide training to governing bodies to enable them to track and challenge the impact of pupil premium spend on outcomes for disadvantaged groups. (Head of Education, Standards and Achievement, August 2019)				
4. Pupil premium review have been commissioned for the 10 most underachieving primary schools for disadvantaged pupils and are to be completed by the end of the year. These are to be evaluated and learning from the City shared with all headteachers (Head of Education, Standards and Achievement, August 2019)				
5. The revised monitoring process has a major focus on gaps and support and challenge will be given to all schools on this area as new results come in (Head of Education, Standards and Achievement, August 2019)				

Number of families identified as part of the Stronger Families Stronger Communities programme who are 'turned around' (Phase 2) [Corporate - council]	No.	560.00	247.00	 No change
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Position:

247 families attached to the Stronger Families Stronger Communities programme have been identified as 'turned around' between April 18 and March 2019, 48 of which were identified as 'turned around' between January and March 2019.

The families turned around target is set locally and reflects a projected percentage of families out of the total number of families engaged on the programme in any one year.

The latest national comparator result is from end September 2018 and is a cumulative % of the number of families turned around to date from the start of the programme in January 2015. The BHCC figure was 32%, slightly below the national median figure of 33.35%.

The programme began in January 2015, and by the end of March 2019 a total of 770 cases have been turned around, 34% of the cumulative programme total of 2280.

The number of families turned around is dependent on the number of families the programmes engages with. Grant funding is determined based on 100% success with the number of families engaged with, which is an agreed figure at the beginning of the current phase of the programme. The original engagement target for phase 2 of the programme (2015 – 2020) is 2280 and this has now been reached.

Commentary:

The Troubled Families target for successful whole family casework remains challenging and this is reflected nationally. The national programme has a target to deliver between 90 and 100% success against its total target of engaged cases for which Local Authorities receive funding. Whole family working entails an assessment and plan that identifies the needs of all members of the family and a practitioner supporting the family to make the agreed changes and support may range from two to three months to over a year depending upon the complexity of needs.

Brighton & Hove has reached its engagement target of 2280 engaged families by March 2019 and as such has received the total engagement grant for Phase 2 of the programme which ends in March 2020. All funding for the programme will now come from the remaining projected success target which is 85% of 2280 engaged cases.

Following the annual Troubled Families review visit Brighton & Hove has submitted an updated action plan focusing on rapidly increasing the number of recorded successes through a combination of;

- Improving Troubled Families monitoring in teams and services where eligible casework is undertaken
- Opening up Troubled Families recording in areas not previously monitored under the programme
- Identifying eligible closed casework that hasn't been engaged to the programme within Phase 2 of the programme and evidences success under the Troubled Families framework
- Continued close monitoring of casework where the Troubled Families recording is sufficient

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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This action plan provides the framework for delivery of the programme until March 2020 and will be reviewed monthly and shared with the Troubled Families Unit at regular intervals.

The success target for 2019/20 reflects the remaining successes against our target of 85% of the 2280; this means identifying 1168 successful cases by March 2020. The Whole Family Partnership Board is leading on plans for a review of preventative services for families which will be facilitated by the Local Government Association. This review will provide a useful framework to discuss options for preventative work following the end of the current Troubled Families programme.

Over quarter 4 of 2018/29 the programme has:


Reviewed with the Troubled Families team and produced a revised success target, an updated action plan, revised targets profiled monthly by service area to March 2020.

Reviewed the barriers to accessing health visiting cases and updated the Data Sharing Agreement between the Council and SPFT to maximise the opportunity to identify and record successful cases.

Opened the family coach service for families with children in primary school from April 1st with initial communication out to all schools.

Actions:

1. Review eligible retrospective casework for success in Health Visiting, Children's Centres, Front Door for Families, Welfare Reform, Social Work Cohorts. (SFSC Programme Manager, September 19)
2. Ensure implementation of consistent eligibility and distance travelled progress recording in Front Door for Families and Social Work. (SFSC Programme Manager, September 19)
3. Primary Family Coach team to complete introductory meetings with all schools to facilitate increased take up of the family coaching offer alongside employment coaching offer to parents from the Department for Work and Pensions seconded employment coaches. (ITFYP Service Manager, July 19)
4. Work with partners in statutory and community and voluntary services for families to identify any Troubled Families aligned casework that can be accessed and for which there is clear evidence of progress. (SFSC Programme Manager, September 19)

Number of children in care [Corporate - council]	No.	422.00	393.00	
				Improving

Position:

There are 393 children in care (CIC) at 31st March 2019.

The quarter by quarter trend is:

Mar 2019 - 393

Dec 2018 - 380

Sep 2018 - 394

Jun 2018 - 400

Mar 2018 - 418

Dec 2017 - 414

Since 2010, the highest number of CiC was 515 in November 2011 and the lowest number was 377 at 31st January 2019.

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

The CIC rate per 10,000 is 76.6 at March 2019, down from 81.7 per 10,000 at March 2018. This is below the March 2018 contextual neighbour average (89.6), and above the national average (64) and statistical neighbour average (65). The South East average rate per 10,000 children rose from 61.3 in Quarter 3 2017/18 to 62.8 Quarter 3 2018/19.

There are 37 Unaccompanied Asylum Seeking Children (UASC) in care (9.4% of the total), up from 30 (7.2%) at March 2018. The number of CIC excluding UASC is down from 389 at March 2018 to 356 at March 2019 – a decrease of 33 children.

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
218 (55.5%) of CiC are male, up from 52.7% at March 2018 and in-line with the national average of 56%. 175 (44.5%) of CiC are female.				
119 (30.3%) of CiC are not White British. If UASC are excluded, the percentage of CiC that are not White British is 23%. 21% of children aged under 18 in Brighton and Hove were not White British at the time of the 2011 census.				
158 children became looked after during the year ending 31st March 2019, up from 142 during the previous 12 months. Of the children becoming looked after during the year ending 31st March 2019, 15% were aged under 1, 16% were aged 1 to 4, 19% were aged 5 to 9, 30% were aged 10 to 15 and 20% were aged 16 and over.				
184 children ceased to be in care during the year ending 31st March 2019, up from 179 during the previous 12 months. Of these children, 22.8% returned to live with parents or relatives (up from 21.2% in the previous 12 months), 17.4% were adopted (down from 17.9%), 12.5% were subject to a Special Guardianship Order (up from 12.3%), 9.8% ceased care for any other reason – the majority of which is the young person reaching 18 and becoming a care leaver (down from 11.7%), 19% ceased due to the child turning 18 and living with former foster carer (unchanged from 19%), and 2.7% ceased due to a Child Arrangement Order being granted (down from 3.9%).				

Commentary:

Performance is above target. It is thought that this is a reflection of the success of the model of social work practice, and it becoming embedded in day to day social work practice with children and families to keep children safe within their families. It may also reflect some of the changing demography of the city and the impact of changes in the benefits system eg Universal Credit and housing benefit, resulting in families being placed / moving out of the city .

Whilst acknowledging the trajectory is currently reducing, challenges remain in sustaining this progress , particularly in relation to our UASC admissions to care as there has been a significant increase in spontaneous UASC arrival activity up from 30 at March 18 to 37 at March 19 . Based on this activity, it is predicted that there will be a further 45 UASC arrivals between Jan 19 and March 20 – this includes both spontaneous arrivals and those Brighton & Hove have committed to take under the National Transfer Scheme (NTS).


Children’s Services Entry to Care Panel continues to consider all admissions for children coming into care. It is chaired by the Assistant Director and oversees any admissions of children/young people into the care system, and continues to provide senior management oversight to ensure that all other alternatives have been including placement with family members with support packages have been explored before agreeing to a child/young person becoming looked after. This includes the use of support via the Extended Adolescence Service.

Work has now started on a work stream of reunification of children in care to parents or extended family care, which it is anticipated will impact positively in terms of further reducing the numbers of children in care by proactively addressing care planning.

Actions:

1. Children’s Services Entry to Care Panel to continue to review admissions for children into care to ensure that alternatives to care are vigorously explored where it is safe to do so. (Assistant Director Children’s Health Safeguarding & Care, Review – July 19)
2. Progress the development of reunification work stream (Head of Service -CIC Practice lead, Children’s Health Safeguarding & Care, Review – July 19)

2018-19 Finance & Resources - Council (Corporate) - annual

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
% of high priority audit recommendations (that have passed their agreed implementation deadline) that have been implemented [Corporate - council]	%	95.00	100.00	 GREEN Improving

Position:

This indicator shows the cumulative position based on high priority actions due to be implemented in the last 12 months.

The cumulative trend for 18/19 is:

- 18/19 Quarter 1 = 92.6%
- 18/19 Quarter 2 = 85.7%
- 18/19 Quarter 3 = 100%
- 18/19 Quarter 4 = 100%

17/18 data is not comparable as it includes medium priority actions as well as high priority actions.

As at the end of Quarter 4 100% of high priority audit actions (that have passed their agreed implementation deadline) have been implemented. This is on target.

This indicator shows the percentage of high priority audit actions that have reached their due date and have been implemented. The data is based on updates from those responsible for implementing recommendations setting out what has been done. The indicator provides contributory evidence about the extent to which the council is maintaining a strong control environment.


Commentary:

The corporate performance at the end of Quarter 4 is on target.

Whilst this is positive it should be noted that there are a number of actions that have had implementation dates postponed for specific reasons to allow effective actions to be implemented .

Actions:

- 1) Internal Audit sends reminders to action owners at the end of each quarter and collate information about high priority action progress. (Audit Manager, Quarterly)
- 2) Any overdue high priority actions are reported to the Audit and Standards Committee . (Audit Manager, Quarterly).
- 3) Directorate officers are required to attend the Audit and Standards Committee to provide additional information and scrutiny by Committee Members where high priority actions have not been implemented in agreed timescales. (Audit Manager, Quarterly)

% of invoices for commercial goods and services that were paid within 30 days [Corporate - council]	%	95.00	93.44	 AMBER Declining
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Position:

Between April and March 2019, 93.44% of invoices for commercial goods and services were paid within 30 days. This compares with 93.76% for the same period last year.

The quarter by quarter trend is:

- Apr 2017 to Mar 2018 = 93.76%
- Apr 2018 to Jun 2018 = 93.24%
- Apr 2018 to Sep 2018 = 92.61%
- Apr 2018 to Dec 2018 = 93.01%
- Apr 2018 to Mar 2019 = 93.44%

Between January and March 2019 (Q4), 94.54% of invoices for commercial goods and services were paid within 30 days. This compares with 93.86% for the previous quarter (October to December) and 92.96% for the same period last year. This measure/target is in response to the government's drive to improve the speed of payments across the whole of the public sector. The principle is about ensuring that suppliers' cash flows and viability are not impacted by slow payment processes. We aim to pay suppliers within 30

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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days of receiving the invoice, and have a target of 95%. Key to meeting the target of 95% is high compliance with the use of the purchase order system which makes processing invoices quick and efficient.

Commentary:


A high volume of invoices already overdue have been received by Accounts Payable during the period which continues to affect performance as does the continuing non compliance with the purchase to pay policy by some services.

The challenges facing the creditors service are:

1. Continuing to maintain the level of performance with reducing staff resources .
2. Invoices are initially received and processed by individual services therefore the invoice processing performance is not wholly in the control of the creditors service.
3. A high volume of invoices are already overdue at the point they are received by the creditors service .

Actions:

1. Reporting is being carried out to enable targeted communication and guidance to service areas struggling most to comply with the Purchase to Pay process. Meetings have taken place with some service areas and will continue, targeting areas that are struggling the most. This should also have a positive impact on the number of late invoices being sent to Corporate Payments from service areas (Accounts Payable Lead, ongoing).
2. To continue to review processes across the whole team to develop automation in processing as much as possible to reduce processing time, freeing staff time to enforce non-compliance of purchasing processes (Accounts Payable Lead, ongoing).
3. Continue to work with suppliers to ensure they do not invoice the council without a valid Purchase Order number (Accounts Payable Lead, ongoing).
4. We are continuing to explore alternative payment solutions with Lloyds Bank , our finance system supplier and our Orbis partners (e.g. e-invoicing, e-pay virtual) with the aim of providing services with the most effective purchasing and payment options and this is being prioritised by Business Operations . E-Pay Virtual is still being looked at although there are some system issues that need resolving first , which has caused a delay in implementation. Once E-Pay has been implemented we hope this will reduce the volume of one off invoice payments and consequently reduce the number of supplier set up requests . (Head of Business Operations BHCC, July 19).
5. We are exploring the option of supplier invoices coming in centrally to Accounts Payable , rather than being sent to services. As part of e-invoicing Brighton & Hove Buses are emailing their invoices directly to Corporate Accounts Payable, with a view of contacting other large suppliers once this process is working well. (Accounts Payable Lead, ongoing).

% of Purchase Orders raised on ordering rather than when invoiced [Corporate - council]	%	80.00	54.80	 RED
				Improving

Position:

Between April 2018 and March 2019, 54.8% of purchase orders were raised on ordering rather than when invoiced. This compares favourably with 47.94% for the same period last year, which indicates the targeted approach with services is having an impact, but there is clearly more work in this area to do.

The quarter by quarter trend is:

Apr 17 to Mar 18 = 47.94%

Apr to Jun 18 = 51.64%

Apr to Sep 18 = 52.97%

Apr to Dec 18 = 54.16%

Apr to Mar 19 = 54.8%

There is no benchmark for this indicator but the challenging and necessary 80% target was set to improve compliance with the process known as Purchase to Pay. Purchase to Pay means raising an electronic purchase order and sending this to the supplier who then quotes this order when they eventually send their

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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invoice for the goods or services. Compliance is important for a wide range of reasons including:

- a) it improves commitment accounting and therefore the quality of financial forecasts across the council;
- b) it helps to speed up the process of paying invoices by being able to automatically match invoices to purchase orders - this helps to meet government Prompt Payment guidelines and avoid late payment penalties;
- c) it provides qualitative and quantitative management information concerning purchasing activity and enables monitoring of compliance with Contract Standing Orders and purchasing behaviours (e.g. on or off contract activity).

All budget managers are provided with monthly reports highlighting non-compliant purchases (invoices) known as 'retrospective orders'.


Commentary:

Of the 7,242 orders raised in Qtr 4, 4,091 were raised in compliance i.e. 56.49% which is similar to the last quarter's performance of 56.54% and an increase to 50.58% for the same quarter last year. ELT and DMTs wish to see significant improvement in compliance for the reasons stated above. Improving compliance will take time and effort as the wide range of procurement practices deployed across the council require different responses and solutions ranging from training financial administrators with under-developed skills to finding solutions for complex call-off purchasing arrangements without creating an inefficient and onerous administrative burden.

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

Actions:

1. RAG rated reporting to ELT members to raise the profile of non-compliance. This information is presented alongside TBM (with more detailed being sent to budget holders) and the intention is to include the RAG rating information in monthly reports (Deputy Chief Finance Officer, monthly).
2. Critically, implementation of the Civica Contract Module (business case approved by CMDDB) which enables non-compliance to be detected easily and provides effective MI and exception reporting. The Contracts module is in use on the live Purchasing system, with more contracts being added all the time as more teams are involved around the council or newly awarded contracts are added. (Head of Procurement, ongoing as contracts are created).
3. Continuing to identify high volume non-compliant areas from available data. (Head of Procurement/Accounts Payable Lead, ongoing);
4. Report presented to Orbis Customer Board with areas with low compliance highlighted. (Accounts Payable Lead, ongoing)
5. Continuing to work on a daily basis with suppliers and visiting service areas to promote purchasing compliance. (Accounts Payable Lead, ongoing)

Average number of working days / shifts lost per Full Time Equivalent (FTE) due to sickness absence (not including schools) [Corporate - council]	No.	9.70	10.09	 AMBER
				Improving

Position:

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

The average days lost due to sickness absence between April 18 and March 19 (year-end 2018/19) is 10.09 days compared with 10.57 days for the same period in 2017/18. During Q4 (Jan to March 19) average sickness was 2.74 days, which is above the quarterly target of 2.41 days, and is a Red RAG

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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rating. This average is higher than in Q3 where the average days lost was 2.60 days, Q2 at 2.42 days and Q1 at 2.33 days.

The quarter by quarter trend (days) is:

Apr to Jun 16 = 2.67

Jul to Sep 16 = 2.6

Oct to Dec 16 = 2.72

Jan to Mar 17 = 2.6

Apr to Mar 17 = 10.59

Apr to Jun 17 = 2.41

Jul to Sep 17 = 2.63

Oct to Dec 17 = 2.59

Jan to Mar 18 = 2.94

Apr to Mar 18 = 10.57

Apr to Jun 18 = 2.33

Jul to Sep 18 = 2.42

Oct to Dec 18 = 2.60

Jan to Mar 19 = 2.74

Apr 18 to Mar 19 = 10.09

It should be noted that this year's outturn of 10.09 days is the lowest sickness result for the council since 2011/12. The results for previous years are: 10.43 days in 2012/13, 11.23 days in 2013/14, 10.91 days in 2014/15, 10.59 days in 2016/17, 10.57 days in 2017/18.

Commentary:

- This month the highest specified reason for absence was stress/mental health conditions which account for 23.88% of all absences (this is slightly lower than Q3). The next highest reason for absence was infections which account for 19.44% of all absences (which is higher than in Q3).
- FirstCare was launched across the Council (except in schools) on the 1st December 2017. All absence recording is done by FirstCare rather than line managers which we are hoping will improve the accuracy of our absence data.
- One of the benefits of FirstCare has been the access to immediate medical advice and a number of staff have reported back to HR on the advice they have received and how useful they found this aspect of the service.
- Automated emails are sent direct from FirstCare to managers regarding the following alerts, which include: a Day 1 alert on stress/mental health conditions, Day 14 alert on musculo-skeletal conditions, Day 28 alert on long-term conditions, Alert when staff have reached 3 periods of absence in 6 months and an alert when staff have reached 10 days absence in 6 months.
- Managers also receive automated e-mails (from the new system) regarding the need to complete return-to-work interviews and have access to a suite of management information reports on the FirstCare attendance management database.
- Although completion of Return to Work Interviews (RTWI's) across the council remains above 70% with 72.4% of RTWI's being completed during this quarter this % is reducing and so we need to continue to push this across the council. Prior to FirstCare the RTWI completion rate was 62% across the council.


Actions for Improvement:

1. The implementation of FirstCare for the council (which came in on 1st December 2017, will continue to be monitored (a report went to CDMB in June 2018 on the implementation of FirstCare) and regular review meetings are set up with FirstCare to manage this contract. We are now in the second year of this contract. (Lead HR Consultant, Ongoing).
2. The Attendance Management Procedure is being reviewed and a new Attendance Policy, Procedure and Toolkit has been drafted in consultation with the trade unions. HR&OD are aiming for the new policy and toolkit to be ready for implementation in 2019. (HR Business Partner for Health & Adult Social Care, August 2019).
3. All of the above feed into the work that has started on the Well-being agenda (including the establishment of the Well-being Steering Group) for our staff, which is being driven through the Executive Director of

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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Finance & Resources and health and safety colleagues. Some of the activity taking place includes:

- Continued delivery of Pensions Awareness Sessions – 7 sessions have been delivered with more planned.
- Delivery of the Menopause sessions which have been really successful with more sessions planned.
- Delivery of Mental Health Practical skills for managers training with further sessions planned this year.
- Rebrand and refocus of Resilience training and additional sessions added.
- Physical Activities are being promoted by our Healthy Lifestyles team e.g. pilates sessions have been run at the Royal Pavilion.
- Targeted NHS Health checks in City Clean / City Parks and in Knoll House with further sessions planned. Funding for wider roll-out of NHS health checks has been agreed. (Head of Health & Safety, ongoing).

Staff who declare that they have a disability as a % of the total workforce who declare whether they have a disability (not including schools) [Corporate - council]	%	8.00	7.62	 Improving
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Position:

At the end of 2018/19, the percentage of staff who declared a disability was 7.62%. This figure is higher than at 31 March 2018.

16/17 - 7.36%

17/18 - 7.4%

18/19 – 7.62%

The original target of 7.5% was set in 2013 in line with this group's level of representation within the economically active population in the City as per the 2011 Census. This was subsequently increased to 8% in 2016/17 in response to the progress the council had made in increasing the percentage of disabled staff within its workforce.

Commentary:

- Historically, disabled employees have been more likely to be employed in lower graded roles and have been particularly under-represented in roles graded M8 or above. However, for the third year running, the highest level of representation of disabled staff in 2018/19 was within the middle grade band i.e. posts graded scale SO1/2 – M9 (7.77%). This figure is higher than in 2017/18.
- The only way to increase the diversity of the workforce is by attracting, recruiting and retaining more disabled staff. During 2018/19 the proportion of applicants who declared a disability was disappointingly low at 3.39%. This figure is slightly lower than last year.
- Whilst the individuals who applied generally out-performed their non-disabled counterparts at being shortlisted for interview, they fared less well at securing job offers (10.76% and 13.63% respectively). This bucks the trend seen in job offers made to this group since 2014/15 and further work is required to understand the reasons for this. Work carried out this year has included:

- Continuing to review person specifications as jobs are advertised to reduce the number of essential criteria – overly long person specifications had been identified as potential barriers to employment.
- Trialling the use of four different application methods to make it easier for candidates to apply for jobs.
- Working with managers to develop positive action recruitment initiatives with the aim of attracting more diverse talent for roles that have either proved hard to fill or have involved larger recruitment exercises.
- Attending local community events such as Disability Pride to promote job opportunities.
- Attending a variety of local careers fairs including within schools, colleges and universities.
- Working with JobCentre Plus and the National Careers Service to deliver workshops to potential job applicants to help them apply for council vacancies.
- Ensuring recruiting managers maintain an appropriate level of knowledge and skill by requiring them to attend a recruitment and selection skills workshop and undertake unconscious bias training before they can chair a recruitment panel.
- Roll out of the council's new Behaviour Framework to all staff at TIER 5 and below.

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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- Procuring a new online recruitment system and ensuring the new system supports the council's equalities priorities.
- HR support and attendance at staff forum events and activities.
- A dedicated resource within Human Resources and Organisational Development (HR&OD) to develop and deliver a range of activities to increase the diversity of the workforce at all levels so that it more closely reflects the equality profile of the economically active population in the City.
- Recruiting to a collaborative post with four other public sector partners to develop, co-ordinate and evaluate a programme of actions designed to enable these organisations to develop and maintain diverse workforces that more closely reflect the profile of the local communities they serve.
- External consultants, Global HPO undertaking a follow-up review of race equality and diversity within the workforce. The review identified specific realistic actions the council needs to take to deliver real and tangible outcomes for the workforce and increase the pace of change. Although this review has focussed particularly on the day-to-day experiences of BME staff in the workplace, it has also considered issues that may be affecting other protected groups including disabled staff.

• In addition, other work has been undertaken to ensure disabled staff already working for the council are effectively supported. Key activities have included:

- Delivering mental health training for key stakeholders including HR Advisers and line managers to enable them to better support staff with mental health conditions.
- Reviewing the council's Attendance Support Procedure to improve practice and ensure managers deal with staff attendance concerns in a fair, consistent and supportive way.
- Improving the process for implementing reasonable adjustments to ensure that these are provided promptly to disabled staff so that, wherever possible, disabled staff can continue to work effectively and remain in employment.

Actions:

1. Continue to use and monitor the effectiveness of positive action recruitment initiatives with the aim of increasing the diversity of applicants and new recruits (HR Consultant, ongoing).
2. Support managers to develop effective and innovative attraction strategies in order to improve our ability to secure high quality talent and improve the diversity of our workforce (HR Consultant, ongoing).
3. Continue to engage with local communities through a variety of organised and coordinated initiatives/events to increase their confidence in seeking employment with the council (HR Consultant, ongoing).
4. Continue to work with other organisations such as JobCentre Plus, the Careers Advisory Service etc. to develop and run workshops aimed at supporting potential applicants and other outreach work (HR Consultant, ongoing).
5. Seek committee approval for new Attendance Procedure/Policy and implement (Head of HR&OD, July 2019).
6. Continue to streamline the process for identifying and providing assistive technology to ensure it is provided promptly to those staff who need it and is fit for purpose (HR Manager, Advisory, ongoing).
7. Implement the co-created Fair & Inclusive Action Plan following the Global HPO review (Head HR&OD, April 2019 ongoing).
8. Data analysis of the outcomes of different application methods for applicants who share a particular protected characteristic (HR Consultant, May 2019 and ongoing).
9. Produce and publish the annual Workforce Equalities Report for 2018/9. Use the insight from this comprehensive analysis of workforce data to target future areas of work (HR Consultant, June 2019).
10. Increase social media presence in line with recruitment strategy (HR Consultant & Communications Team, ongoing).
11. Implementing and continuing to develop the functionality of the new online recruitment system (Business Operations, April 2019 and ongoing).

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
Staff who declare themselves as BME (excludes White Irish and White Other) as a % of the total workforce who declare their ethnicity (not including schools) [Corporate - council]	%	9.10	7.37	 RED Improving

Position:

At the end of 2018/19, the percentage of staff who identified themselves to be BME as a percentage of the workforce who declared their ethnicity was 7.37%. This represents an increase of 0.51% over the last twelve months. This continues the upward trend seen over the last four years. The level of representation of BME staff remains below target and so the indicator continues to have a Red RAG rating.

16/17 - 6.7%

17/18 - 6.86%

18/19 - 7.37%

The target is based on the percentage of economically active residents within the local community, as per the 2011 Census. The Council's 2018/19 target is 9.1%.

Commentary:


- In contrast to 2017/18, where levels of representation were fairly consistent across all grade bands, this year BME staff were more likely to be employed in lower graded roles (8.33%).
- The only way to increase the diversity of the workforce is by attracting, recruiting and retaining more staff who identify themselves as BME. The percentage of BME applicants during 2018/19 was significantly higher than the figure for the same period last year (17.4% compared with 14.8%) and their chance of being shortlisted was also higher this year, with more than a quarter (25.4%) of BME applicants securing an interview. The percentage of BME applicants who were successful in obtaining a job offer in 2018/19 remains at a similar level to 2017/18 (8.3%).
- These results are encouraging and may be a positive reflection of the work that has been carried out over the last couple of years or so to address the under-representation of this group within the workforce. Work carried out this year has included:
 - Continuing to review person specifications as jobs are advertised to reduce the number of essential criteria – overly long person specifications had been identified as potential barriers to employment.
 - Trialling the use of four different application methods to make it easier for candidates to apply for jobs .
 - Working with managers to develop positive action recruitment initiatives with the aim of attracting more diverse talent for roles that have either proved hard to fill or have involved larger recruitment exercises.
 - Attending local community groups such as International Women's Network to promote job opportunities.
 - Attending a variety of local careers fairs including within schools, colleges and universities.
 - Working with JobCentre Plus and the National Careers Service to deliver workshops to potential job applicants to help them apply for council vacancies.
 - Ensuring recruiting managers maintain an appropriate level of knowledge and skill by requiring them to attend a recruitment and selection skills workshop and undertake unconscious bias training before they can chair a recruitment panel.
 - Roll out of the council's new Behaviour Framework to all staff at TIER 5 and below.
 - Procuring a new online recruitment system and ensuring the new system supports the council's equalities priorities.
 - HR support and attendance at staff forum events and activities.
 - A new post within Human Resources and Organisational Development (HR&OD) to provide a dedicated resource to develop and deliver a range of activities to increase the diversity of the workforce at all levels so that it more closely reflects the equality profile of the economically active population in the City.
 - Recruiting to a collaborative post with four other public sector partners to develop, co-ordinate and evaluate a programme of actions designed to enable these organisations to develop and maintain diverse workforces that more closely reflect the profile of the local communities they serve.
 - External consultants, Global HPO undertaking a follow-up review of race equality and diversity within the

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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workforce. The review identified specific realistic actions the council needs to take to deliver real and tangible outcomes for the workforce and increase the pace of change. This review has focussed particularly on the day-to-day experiences of BME staff in the workplace, but also considered issues that may be affecting other protected groups.

Actions:

1. Continue to use and monitor the effectiveness of positive action recruitment initiatives with the aim of increasing the diversity of applicants and new recruits (HR Consultant, ongoing).
2. Support managers to develop effective and innovative attraction strategies in order to improve our ability to secure high quality talent and improve the diversity of our workforce (HR Consultant, ongoing).
3. Continue to engage with local communities through a variety of organised and coordinated initiatives/events to increase their confidence in seeking employment with the council (HR Consultant, ongoing).
4. Continue to work with other organisations such as JobCentre Plus, the Careers Advisory Service etc. to develop and run workshops aimed at supporting potential applicants and other outreach work (HR Consultant, ongoing).
5. Implement the co-created Fair & Inclusive Action Plan following the Global HPO review (Head of HR&OD, April 2019 ongoing).
6. Data analysis of the outcomes of different application methods for applicants who share a particular protected characteristic (HR Consultant, May 2019).
7. Produce and publish the annual Workforce Equalities Report for 2018/19. Use the insight from this comprehensive analysis of workforce data to target future areas of work (HR Consultant, June 2019).
8. Increase social media presence in line with recruitment strategy (HR Consultant & Communications Team, ongoing).
9. Implementing and continuing to develop the functionality of the new online recruitment system (Business Operations, April 2019 and ongoing).

Staff who declare themselves as White Irish as a % of the total workforce who declare their ethnicity (not including schools) [Corporate - council]	%	1.60	2.24	 No change
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Position:

As at the end of 2018/19 the percentage of staff who identified themselves as being from a White Irish background as a percentage of the workforce who declared their ethnicity was 2.24%. This figure remains unchanged since 2016/17 and this indicator continues to have a Green RAG rating.

16/17 - 2.25%

17/18 - 2.22%

18/19 – 2.24%

The target is based on the percentage of economically active residents within the local community, as per the 2011 Census. The Council's 2018/19 target is 1.6%.

Commentary:


- The White Irish group is an ethnic group in its own right but, unlike other minority ethnic groups that the council monitors, its level of representation within the council's workforce is higher than might be expected given this group's level of representation within the economically active community locally.
- At the end of March 2019, White Irish staff were found to be under-represented only in lower graded posts (Scales 1 - 6). In contrast to 2017/18, the highest level of representation (3.92%) was seen within the highest grade band (M8 and above).
- The percentage of individuals of Irish heritage applying for council vacancies during 2017/18 was 1.1%, similar to the figure for 2017/18 (1.04%). This is below this group's level of representation within the local economically active population (1.6%). Despite applying in lower numbers, White Irish candidates were the most successful ethnic group in terms of securing interviews and job offers.

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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• Analysis of the council's employment data set out in the council's Workforce Equalities Report for 2017/18 did not highlight any adverse equality impacts on this ethnic group.

Actions:

1. Recruitment and workforce data will continue to be monitored and analysed and published as part of the council's annual Workforce Equalities Report. The report for 2018/19 is timetabled to be published later in the year. Any adverse trends identified will be addressed as part of the Fair & Inclusive Action Plan (HR Consultant, June 2019 ongoing).
2. Implement Year 1 of the Fair & Inclusive Action Plan and monitor this through the new Equality Governance Framework (Head of HROD, April 2019, ongoing).

Staff who declare themselves as white other as a % of the total workforce who declare their ethnicity (not including schools) [Corporate - council]	%	8.80	6.77	 RED No change
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Position:

At the end of 2018/19, the percentage of staff who identified themselves as being from a White Other background as a percentage of the workforce who declared their ethnicity was 6.77%. This figure is the same as at March 2018. The level of representation of this group within the workforce remains below target and so the indicator continues to have a Red RAG rating.

16/17 - 6.49%

17/18 - 6.78%

18/19 – 6.77%

The target is based on the percentage of economically active residents within the local community, as per the 2011 Census. The Council's 2018/19 target is 8.8%.

Commentary:

- The percentage of White Other employees has increased across the lower (9.0%) and middle grade (5.09%) bands since the end of March 2018; this group continues to be predominantly employed in lower graded roles (Scale 1-6) and is least well represented at senior management level.
- During 2018/19, the proportion of applicants from a White Other background was 14.78% an increase of 1% on 2017/18.
- Applicants from this group were more successful in securing job interviews this year – 28.4% compared with 26.1% in 2017/18. The proportion of applicants from a White Other background who converted interviews into job offers in 2018/19 was more than 1% higher than the previous year (10.4% compared with 9.15%).
- The increase in the percentage of White Other applicants for council vacancies and this group's improved success rate in securing interviews is encouraging although there is still more work to do to increase job offers to White Other candidates. These improvements may be a positive reflection of the work that has been carried out over the last couple of years or so to address the under-representation of this group within the workforce. Work carried out this year has included:
 - Continuing to review person specifications as jobs are advertised to reduce the number of essential criteria – overly long person specifications had been identified as potential barriers to employment.
 - Trialling the use of four different application methods to make it easier for candidates to apply for jobs .
 - Working with managers to develop positive action recruitment initiatives with the aim of attracting more diverse talent for roles that have either proved hard to fill or have involved larger recruitment exercises.
 - Attending local community groups such as International Women's Network to promote job opportunities.
 - Attending a variety of local careers fairs including within schools, colleges and universities.
 - Working with JobCentre Plus and the National Careers Service to deliver workshops to potential job applicants to help them apply for council vacancies.
 - Ensuring recruiting managers maintain an appropriate level of knowledge and skill by requiring them to attend a recruitment and selection skills workshop and undertake unconscious bias training before they can


INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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chair a recruitment panel.

- Roll out of the council's new Behaviour Framework to all staff at TIER 5 and below.
- Procuring a new online recruitment system and ensuring the new system supports the council's equalities priorities.
- HR support and attendance at staff forum events and activities.
- A new post within Human Resources and Organisational Development (HR&OD) to provide a dedicated resource to develop and deliver a range of activities to increase the diversity of the workforce at all levels so that it more closely reflects the equality profile of the economically active population in the City.
- Recruiting to a collaborative post with four other public sector partners to develop, co-ordinate and evaluate a programme of actions designed to enable these organisations to develop and maintain diverse workforces that more closely reflect the profile of the local communities they serve.
- External consultants, Global HPO undertaking a follow-up review of race equality and diversity within the workforce. The review identified specific realistic actions the council needs to take to deliver real and tangible outcomes for the workforce and increase the pace of change. This review has focussed particularly on the day-to-day experiences of BME staff in the workplace, but has also considered issues that may be affecting other protected groups.

Actions:

1. Continue to use and monitor the effectiveness of positive action recruitment initiatives with the aim of increasing the diversity of applicants and new recruits (HR Consultant, ongoing).
2. Support managers to develop effective and innovative attraction strategies in order to improve our ability to secure high quality talent and improve the diversity of our workforce (HR Consultant, ongoing).
3. Continue to engage with local communities through a variety of organised and coordinated initiatives/events to increase their confidence in seeking employment with the council (HR Consultant, ongoing).
4. Continue to work with other organisations such as JobCentre Plus, the Careers Advisory Service etc. to develop and run workshops aimed at supporting potential applicants and other outreach work (HR Consultant, ongoing).
5. Implement the co-created Fair & Inclusive Action Plan following the Global HPO review (Head of HR&OD, April 2019 ongoing).
6. Data analysis of the outcomes of different application methods for applicants who share a particular protected characteristic (HR Consultant, May 2019).
7. Produce and publish the annual Workforce Equalities Report for 2018/9. Use the insight from this comprehensive analysis of workforce data to target future areas of work (HR Consultant, June 2019).
8. Increase social media presence in line with recruitment strategy (HR Consultant & Communications Team, ongoing).
9. Implementing and continuing to develop the functionality of the new online recruitment system (Business Operations, April 2019 and ongoing).

Staff who declare themselves to be LGBT as a % of the total workforce who declare their sexuality (not including schools) [Corporate - council]	%	13.00	12.51	 AMBER Improving
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Position:

At the end of 2018/19 the percentage of staff who declared their sexual orientation and identified as L, G, or B was 12.51%.

16/17 - 11.97%

17/18 - 11.78%

18/19 – 12.51%

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

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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Commentary:


- In contrast to BME and White Other employees, those identifying as L, G or B are more likely to be employed in posts within the middle and higher grade bands across the organisation.
- The highest level of representation of this group was within the highest grade band (M8 and above) at 13.6%.
- The council continues to have no apparent difficulty in attracting recruiting and retaining staff who identify as L,G, or B. Individuals from this group consistently out-perform their heterosexual counterparts in terms of securing interviews and job offers.
- The work that has been carried out over the last twelve months or so to address the under-representation of other protected groups within the workforce will also benefit those identifying as L,G, B or T. Work carried out this year has included:

- Continuing to review person specifications as jobs are advertised to reduce the number of essential criteria – overly long person specifications had been identified as potential barriers to employment.
- Trialling the use of four different application methods to make it easier for candidates to apply for jobs .
- Working with managers to develop positive action recruitment initiatives with the aim of attracting more diverse talent for roles that have either proved hard to fill or have involved larger recruitment exercises.
- Attending local community events to promote job opportunities.
- Attending a variety of local careers fairs including within schools, colleges and universities.
- Working with JobCentre Plus and the National Careers Service to deliver workshops to potential job applicants to help them apply for council vacancies.
- Ensuring recruiting managers maintain an appropriate level of knowledge and skill by requiring them to attend a recruitment and selection skills workshop and undertake unconscious bias training before they can chair a recruitment panel.
- Roll out of the council's new Behaviour Framework to all staff at TIER 5 and below.
- Procuring a new online recruitment system and ensuring the new system supports the council's equalities priorities.
- HR support and attendance at staff forum events and activities.
- A new post within Human Resources and Organisational Development (HR&OD) to provide a dedicated resource to develop and deliver a range of activities to increase the diversity of the workforce at all levels so that it more closely reflects the equality profile of the economically active population in the City.
- Recruiting to a collaborative post with four other public sector partners to develop, co-ordinate and evaluate a programme of actions designed to enable these organisations to develop and maintain diverse workforces that more closely reflect the profile of the local communities they serve.
- External consultants, Global HPO undertaking a follow-up review of race equality and diversity within the workforce. The review identified specific realistic actions the council needs to take to deliver real and tangible outcomes for the workforce and increase the pace of change. Although this review has focussed particularly on the day-to-day experiences of BME staff in the workplace, it has also considered issues that may be affecting other protected groups.

Actions:

1. Continue to use and monitor the effectiveness of positive action recruitment initiatives with the aim of increasing the diversity of applicants and new recruits (HR Consultant, ongoing).
2. Support managers to develop effective and innovative attraction strategies in order to improve our ability to secure high quality talent and improve the diversity of our workforce (HR Consultant, ongoing).
3. Continue to engage with local communities through a variety of organised and coordinated initiatives/events to increase their confidence in seeking employment with the council (HR Consultant, ongoing).
4. Continue to work with other organisations such as JobCentre Plus, the Careers Advisory Service etc. to develop and run workshops aimed at supporting potential applicants and other outreach work (HR Consultant, ongoing).
5. Implement the co-created Fair & Inclusive Action Plan following the Global HPO review (Head of HR&OD, April 2019 ongoing).

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
6. Data analysis of the outcomes of different application methods for protected groups (HR Consultant, May 2019).				
7. Produce and publish the annual Workforce Equalities Report for 2018/9. Use the insight from this comprehensive analysis of workforce data to target future areas of work (HR Consultant, June 2019).				
8. Increase social media presence in line with recruitment strategy (HR Consultant & Communications Team, ongoing).				
9. Implementing and continuing to develop the functionality of the new online recruitment system (Business Operations, April 2019 and ongoing).				

H&S Audit and Assurance - High priority audit recommendations progressed within agreed timescales [Corporate - council]	%	100.00	100.00	 No change
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Position:

A total of 31 health & safety audits were undertaken in 2018-19, not including Independent Care Home CHAS (The Contractors Health and Safety Assessment Scheme) Audits on behalf of Professional Standards, Safeguarding and Quality.

A total of 56 Fire Risk Assessment reviews were undertaken.

Commentary:

During Q2 there was a fatality at one of the LA's secondary schools. This impacted on the Health & Safety Teams resources in terms of undertaking audits as they undertook the internal investigation, responded to Health & Safety Executive (HSE) investigations and the Coroners inquest. The audit programme for 2018-19 was therefore not completed and those schools/ services not audited will be prioritised as part of the 2019-20 programme. A review of the audit process and potential changes to reporting will be considered as part of the response to the HSE.

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

Potential 'flaws' in the health and safety audit process undertaken by the corporate health and safety team have been highlighted by:

- Commentary by the HSE Inspector undertaking the ongoing investigation into the fatality at a BHCC secondary school in August 2018.
- Commentary by the BHCC's coroner at the Coroners Inquest held in February 2019
- Coroners Concerns listed within the coroners 'Regulation 28: Report to Prevent Future Deaths'

To further explore and address these potential 'flaws' please see 'Action' section below.

Fire Risk assessment - Further assurance work is continuing to gain assurance on the robustness on statutory testing with regards to fixed wire electrical testing. This is to ensure works are carried out in a timely manner and recorded appropriately; and to prevent confusion between schools / premises managers and the premises team where duplicate certificates may be held.


Actions:

1. Ensure themes and issues from health and safety audits are discussed in Directorate Safety Committees – (Executive Directors / Health & Safety directorate leads, ongoing)
2. Escalate corporate themes to the corporate health and safety committee – (Head of Health & Safety, ongoing)
3. Strategic Action Plan developed and shared with HSE (shared 26.4.19) and Coroner (shared 7.5.19) outlining actions BHCC will take to review its H&S arrangements including a specific review of its auditing process and framework. Progress in relation to the action plan will be monitored through an Assurance Group, chaired by ED F&R with 2 additional members of the ELT and the Head of H&S. (ED F&R, Head of

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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Health & Safety) First Assurance Meeting undertaken 30.4.19 with monthly meetings booked in.
 4. Continue assurance work in relation to fixed wire electrical testing. Progress tracked via 121's with Head of Health & Safety and AD Property & Design (raised at meeting on 7.5.19).

2018-19 Health & Adult Social Care - Council (Corporate)

Permanent admissions of older adults (65+) to residential and nursing care homes per 100,000 population [Corporate - council]	No.	699.20	790.50	 Improving
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Position:

Between Jan 2018 and Dec 2018 there were 303 admissions of older adults (65+) to residential care homes.

The monthly numbers of admissions is:

- Jan 18: 35
- Feb 18: 27
- Mar 18: 31
- Apr 18: 36
- May 18: 28
- Jun 18: 29
- Jul 18: 17
- Aug 18: 24
- Sep 18: 15
- Oct 18: 19
- Nov 18: 18
- Dec 18: 24
- Total: 303

Figures can be subject to some fluctuation during the year due to retrospective adding of service agreements (causing figures to increase) and retrospective awarding of continuing health funding (causing figures to decrease). As these figures can be subject to change this is being reported 3 months in arrears so we can report the position in stable data.

The Performance Indicator (PI) is expressed per 100,000 population.

Latest 65+ Population estimate based on mid-2017 figures is 38330

Jan 2018 – Dec 2019 PI Value: 790.5 (303 admissions)

Q4 2018/9 Target: 699.20 (268 admissions)

2017/18 PI Value: 809.90 (311 new admissions for over 65s)

2016/17 PI Value: 717.01 (273 new admissions for over 65s)

2015/16 PI Value: 793.16 (295 new admissions for over 65s)

Comparative Data:

2014/15 National PI Value: 658.5

2015/16 National PI Value: 628.2

2016/17 National PI Value: 610.7

2017/18 National PI Value: 585.63

2016/17 Comparator Group PI Value: 701.8

2017/18 Comparator Group PI Value: 653.16

Demographic breakdown of admissions:

Age Groups: 34 admissions 65-74 year olds (11.2%), 115 admissions 75-84 year olds (37.0%), 154 admissions for 85+ year olds (50.8%).

Genders: 192 Females (63.4%), 111 Males (36.6%)

Primary Support Reasons: 3 Learning Disability Support (0.99%), 11 Mental Health Support (3.63%), 186 Physical Support (61.39%), 4 Sensory Support (1.32%), 99 Support with Memory & Cognition (32.67%)


INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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Commentary:

Reducing levels of long term admission to residential and nursing care for older adults remains a key priority for the directorate. Whilst the lagged 2018/19 shows an improving picture from 2017/18 this area remains a challenge with levels of admission above the latest reported comparator average. Improved performance on Delayed Transfer of Care out of acute hospital settings has resulted in an increased pace of admissions to long term care particularly within nursing home settings. Approximately 1/3 of new long term care admissions between January 2018 and December 2018 followed on from a spell in acute hospital settings (with 60% of these in to nursing home placements). Of the 43 residential care admissions that followed an acute hospital spell 21 were placed directly from hospital settings, however, our aim is that no one should be admitted directly to residential settings (as opposed to nursing) from hospital. A number of joint initiatives are already in place e.g. Homefirst scheme to enable more effective discharge from inpatient care and ensure that people are assessed in their home environment and given the optimum opportunity to rehabilitate and stabilise. We are also developing new ways of working with Health colleagues having aligned social work staff with GP clusters. We are working with Health partners to undertake system demand and capacity modelling to identify opportunities for development of alternative step down models to residential care. Collaboration of health and social care services will enable us to create more effective preventative services, early intervention and sources of support that seek to challenge the reliance on formal social care services and promote an asset based approach drawing in resources from wider communities and partner organisations. We have been successful in bidding for a Darzi fellow to work on our project exploring opportunities to reduce levels of long term care admission through use of linked data. This work commenced in April and will support the health and care system to think about how we can intervene earlier to delay or prevent long term care admission.

Actions:

1. Darzi fellow being seconded in to HASC Performance and Business Improvement team for one year (funded by Darzi scheme). Project looking at how we can use data to intervene earlier to reduce levels of admission to long term care (Project completion April 2020)
2. Older people's Housing Needs Assessment commissioned through Strategic Accommodation Board Draft report due Jun 19 (Assistant Director Adult Social Care, Jun 19)
3. Design and get agreed system wide model of care for Health and Social Care (Assistant Director Adult Social Care, Jun 19)

% of social care clients receiving Direct Payments [Corporate - council]	%	25.20	24.46	 Improving
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Position:

Between Apr 2018 and Mar 2019 the percentage of people using social care in receipt of Direct Payments was 24.46%

The Q4 figure represents a slight increase from the previous quarter:

2018/19 Q2: 24.84%

2018/19 Q3: 24.21%

2018/19 Q4: 24.46%

Clients receiving Direct Payments: 551

Clients in receipt of long term community based services: 2253

2018/19 Target is 25.20%

The Q4 figure represents a slight increase from the previous year (at year-end):

2017/18 24.23% (565 Direct Payment recipients)

2016/17 25.09% (589 Direct Payment recipients)

2015/16 21.41% (529 Direct Payments recipients)

2014/15 19.62% (504 Direct Payments recipients)

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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2017/18 comparator group average is 25.76%
 2017/18 National (All England) PI figure is 28.47%

Demographic breakdown

Gender: 335 of clients are female (60.8%), 214 of clients are male (38.84%), 2 Indeterminate (0.36%).
 Age Bands: 439 clients are 18-64 (79.67%) and 112 clients are 65 and over (20.33%).
 Ethnicity: 468 clients are White (84.94%), 16 clients are Asian or Asian British (2.9%), 10 clients are Black or Black British (1.81%), 23 clients are Mixed (4.17%), 21 clients are from Other Ethnic Groups (3.81%), 13 clients are Not Stated (2.36%).


Commentary:

In April 2018 the council awarded a new contract to People Plus to provide advice, information and support to potential and current direct payment recipients. Clear information on Direct payments is critical for uptake and the new provider is expecting to improve and simplify information to help more people make the initial first steps and reduce anxiety at becoming an employer and offering an empowering approach. Whilst the first review of the new contract in January 2019 was positive take up of Direct Payment has plateaued (in line with the national/comparator trend).

We include an overview of direct payments as part of our 3 day Assessment Pathway training programme, which is mandatory for staff carrying out Care Act assessments. As part of this training staff identified it would be helpful to relaunch the Direct Payment offer with a focussed task and finish group to increase staff awareness and develop communication on the Direct Payment for staff and citizens.

Action:

1. Continue to review progress with new provider to monitor performance and uptake (Assistant Director – Adult Social Care, Ongoing)
2. Establish Task and Finish group involving front-line practitioners to refresh the DP offer (Assistant Director – Adult Social Care, Sep 19)

% of older people (65 and over) still at home 91 days after discharge from hospital into reablement/rehabilitation services [Corporate - council]	%	82.10	78.90	 Declining
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Position:

This indicator looks at the proportion of older people (65+) who are still at home 91 days after being discharged from hospital in to reablement services between October and December.

- 2018/19 78.9% still at home after 91 days (478 of 606)
- 2018/19 Target 82.10% (based on 2016/17 comparator average).
- 2017/18 79.42% still at home after 91 days (467 of 588 people)
- 2016/17 77.23% (329 of 426 people)
- 2015/16 83.18% (277 of 333 people)
- 2014/15 81.76% (269 of 329 people)
- 2017/18 England average 82.9%
- 2017/18 Comparator average 80.9%

Demographic breakdown

Age Bands: 105 of clients are aged 65-74 (17%) and 225 clients are aged 75-84 (37%) 276 were 85 and over (46%)

A higher proportion of those in the younger age brackets were still at home after 91 days.

65-74 84.8% still at home

75-84 83.6% still at home

85+ 72.8% still at home

Gender: 228 of the cohort were Male (37.6%) and 378 were Female (62.4%).

73.7% of men were still at home after 91 days.

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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82.0% of women were still at home after 91 days.

Commentary:

The 2018/19 performance of 78.9% falls short of the target of 82.10%. However the indicator should not be viewed in isolation. Performance needs to be viewed alongside ASCOF 2B (2) which looks at the proportion of the overall older population discharged from hospital within the period who go in to reablement services. Taken together these indicators reflect both the effectiveness of rehabilitation and the coverage of the service.


Brighton and Hove were the top performing authority in England in 2017/18 for part 2 of the indicator with 11.2% of older adults discharged within the period receiving reabling care (against a national average of 2.9% and comparator average of 4.7%)

Although Hospital Episode Statistics (on which part 2 is based) have not been released yet for 2018/19 numbers going through the service increased by 3% from 2017/18 so it is highly likely that performance will remain in the top quartile. This indicates that a relatively high number of older adults in Brighton and Hove benefit from receiving care to maximise their independence on discharge from hospital settings.

Work is underway with Health partners to review Step up/Step down capacity across the Sustainable Transformation Partnership (STP) area. This includes a local focus on Brighton & Hove to ensure we have the right capacity in the right place to facilitate smooth discharge from hospital with access to services that support rehabilitation and recovery and maximise ongoing independence.

Actions:

1. Review of Discharge to Assess pathway/processes overseen by Operational Command Group (joint executive Health and Care forum with weekly updates to Chief Execs across system). (HASC Assistant Director Oct 2019)
2. Participate with STP Community Step up/step down capacity review - "a formal review of the model of care and future configuration of function and effectiveness of community step up/ down capacity within the context of the health and care economy's broader community assets." Workshops in May and June 2019. (HASC Assistant Director, Jun 2019)

Number of delayed transfers of care attributable to social care per 100,000 population [Corporate - council]	No.	3.41	4.71	 Declining
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Position:

DToCs Attributable to Social Care per 100,000 Q4 figure for 2018-19 (Apr 18 – Mar 19) is 4.71
 For comparison Q4 DToC figure for 2017-18 was 3.41 (Apr 17 –Mar 18)

Latest population estimate based on mid-2017 figures is 237170.

2018/19 whole year target of 3.41 set as maintenance target based on 17/18 result.

There were 4,068 delayed days attributed to social care in the period (Apr 18-Mar 19), of which 1,485 (36.50%) were in acute care and 2,583 (63.50%) in non-acute care.

- 2017/18 Brighton & Hove PI Figure: 3.41
- 2017/18 National average PI: 4.34
- 2016/17 Brighton & Hove PI Figure: 3.53 (recalculated)
- 2016/17 National average PI: 4.91(recalculated)

Commentary:

As at March 19, performance against this indicator is 4.71, above the target of 3.41.

From April 2018-March 2019 the proportion of delays attributable to social care was 39.03%, above the

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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national average of 32.65%

Nationally 67.82% of delayed days were attributable to the NHS, 32.65% were attributable to Social Care and the remaining 8.63% were attributable to both NHS and Social Care.

Locally 44.44% of delayed days were attributable to the NHS, 39.03% were attributable to Social Care and the remaining 16.53% were attributable to both NHS and Social Care.

Delays of non-acute patients at Sussex Partnership Foundation Trust (SPFT) settings accounted for 51.40% of social care delays. The main issue cited by SPFT is lack mental health housing, temporary accommodation and residential care capacity. Complexity of need has resulted in providers declining some patients following assessment. BHCC Commissioning are supporting providers to diversify so that they can better meet the needs of people with mental health issues. This work to improve flow from hospital for patients with mental health needs is being funded using money from the Improved Better Care Fund. The Council is also working closely with CCG commissioners to ensure that mental health supported accommodation pathways meet the needs of those being discharged from hospital.


Increasing acuity and complexity in the cohort being discharged from acute hospital has led to increased demand for 24 hour support from acute hospital settings. A system demand and capacity review is underway to explore what capacity is needed to maintain flow and ensure people with 24 hour support needs can access effective rehabilitation and recovery in a timely way.

Further development of the Care Matching function including improved systems and reporting will help to address issues around provider responsiveness in the wider market and inform commissioning plans.

ASC continues to work closely with partners in Health and the 3rd sector in providing a Discharge to Assess approach (Home First). Restructure of Social Work assessment capacity completed in December 2018 has enabled an increase of social work staff aligned to community (HomeFirst) and admission avoidance. This different way of working has enabled us to have a duty cluster so we can respond more effectively to escalation and surge in demand.

Actions:

1. Participate in weekly MADE (Multi Agency Accelerated Discharge Event) meetings. MADE events are designed to support patient discharge, improve flow and enable timely escalation. (Senior managers, Ongoing)
2. Maintain representation on the A&E Delivery Board where strategic and operational action plans are developed and monitored to address the local issues and create collaborative solutions. (Director/Assistant Directors of HASC, Ongoing).
3. Participate in the daily BSUH DTOC and complex discharge calls (with colleagues from BHCC, CCG, SCFT and BSUH) and daily system calls. (Assistant Director of HASC, Ongoing).
4. Participate in fortnightly SPFT/Local Authority DToC call regarding mental health delays (Assistant Director of HASC, Ongoing).
5. Participate with STP Community Step up/step down capacity review - "a formal review of the model of care and future configuration of function and effectiveness of community step up/ down capacity within the context of the health and care economy's broader community assets." Workshops being held in May and June 2019. (Assistant Director of HASC, June 2019)

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
% of people receiving continuous services over 12 months who receive a review [Corporate - council]	%	60.00	35.36	 Improving

12 Month Consecutive Reviews.

Position:

2018/19 Q4 Figure: 35.36%

2017/18 EoY: 32.39%.

952 of 2692 people who have been in receipt of services for 12 months or more have had a review within the last 12 months.

Gender: 572 Female (60.08%), 379 Male (39.81%), 1 Indeterminate (0.11%)

Age Bands: 391 clients are 18-64 (41.07%) and 561 clients are 65 and over (58.93%).

PI target set at 60%.

It is not part of a national set so no comparator information is available.

Commentary:

This area remains a significant challenge due to demand and workforce issues. Although there has been a small increase on the year end position last year performance is still significantly short of the target of 60%.


We have established a new targeted review team with an initial focus on 6 weekly review of people being discharged from hospital. Analysis shows that this in an area where timely intervention can have a significant impact on people's ongoing care needs and costs. Another priority is to review those in receipt of direct payments.

It is important to ensure that all reviewing activity is being appropriately reflected on the Carefirst social care system to support information sharing and contribute to performance against this indicator. Information Officers are supporting staff with data quality and offering targeted individual support where required .

As part of the development of our target operating model we are establishing a project on development of asset based approaches. Although the scope of this work is much wider than social work assessment services it will have an impact on how we communicate with and review people that we support and their carers. Implementation of Eclipse (new social care platform) will also present an opportunity to streamline workflow aligned to this new asset based model of practice.

Actions:

1. Targeted Review Team –review of 6 week hospital discharge (General Manager HASC, Jun 19)
2. Strength based practice project plan and structure to be established (Assistant Director-Jun 19)
3. Workshops with OLM (new social care system provider) to establish requirements for aligning workflows with asset based model of practice within Eclipse (Jul 19)

Telecare - % of support plans that have Telecare as a component [Corporate - council]	%	60.00	59.40	 Declining
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Position:

This Performance Indicator (PI) measures whether Telecare is in place and is based on historical information on Social Care records, activities completed by the Living Well team and new information provided by the Carelink service. This is reported as a rolling 12 month result.

Of the 3034 people with community based services & care plans in the period April 2018-March 2019, 1,803 had provision of Telecare captured on their record.

This equates to 59.4% of people with current Community Based services identified as having Telecare/Carelink in place.

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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Target is 60%.

This is a local indicator so no national/regional comparator data is available.

Demographic Profile:

Of the 1803 people who have had provision of telecare captured in their record the following demographic profile applies:

Gender: 1145 are female and 658 are male.

Age band: 526 people are aged 18-64, 262 are aged 65-74, 394 are 75-84 and 621 are aged over 85.

Ethnicity: Asian/Asian British: 19, Black / African / Caribbean / Black British: 15, Information Not Yet Obtained: 131, Mixed / multiple ethnic groups: 28, Other ethnic group: 29, White British: 1519, White Irish:24, White Other : 38.

Primary Support reasons: Physical Support: 1420, Sensory Support: 29, Social Support 17, Memory and Cognition Support 121, Mental Health Support 69, Learning Disabilities Support: 147

Commentary:

Whilst just short of the target of 60% overall performance demonstrates that Telecare has become an integral part of social care provision. There are approx. 5100 Telecare uses in the city. The core telecare offer is delivered to a high standard with an increasing range of devices available and ongoing accreditation from the Telecare Association in place. Another important element of the service is Living Well. This innovative Better Care funded initiative provides Telecare support and other personalised preventative services to help reduce, prevent or delay the need for care and support. Performance against this indicator has increased significantly since Living Well was introduced in 2015 (up from 45% to almost 60%).

Pressure in the hospital within the last year affected number of Living Well referrals from the acute sector. The Living Well service devised a number of actions to strengthen links with the hospital and promote the service. Living Well referrals are now at a high level with positive links embedded with Access point and the Home first (Discharge 2 Assess) process.

A strategic review of First Contacts in HASC began in January 2019- Analysis of the benefits of telecare is one work stream and this will be used to inform the strategy to improve the uptake of Telecare prior to people needing any support from Adult social care, i.e. before they have a support plan.

Within the last year we have explored technical solutions to link data in Jontek (Carelink database) and Carefirst (social care database). Data matching supported analysis of the effectiveness of telecare in delaying or reducing the need for further support. Early analysis indicated that telecare is effective in keeping people in their own homes for longer. Work is underway to refine and automate data matching in the future to enable ongoing monitoring of the effectiveness of telecare as a preventative service.

Work has been undertaken to refine referral pathways and raise awareness of the telecare service. ASC online referral forms now include the option to refer to Carelink which has helped to increase awareness and number of referrals, ensuring that Telecare is seen as a core offer to meet social care needs.

We have also developed stronger links with the community and voluntary sector raising awareness of Telecare and the Living Well and streamlining the referral process for 3rd sector partners.

Actions:

1) Ongoing Telecare promotion (and training) for health and social care professionals and members of the community. (Operations Manager, Assessment Unit-ongoing).

2) Ensure latest technological solutions are used to support independent living and minimise risks. (Operations Manager, Assessment Unit-ongoing)

3) Design of new operating model for First Contact (General Manager, assessment service, Sept 19),

4) Develop improved methods to record preventative interventions through Eclipse Digital project. (Performance Improvement Managers, Assessment Service.Mar 20)

5) Further development of data matching aligned to Eclipse Digital project to support more refined measurement of impact of telecare as a preventative service (Data Integration Project Manager Mar 20)

% of carers assessments completed [Corporate - council]	%	75.19	Trend Increasing trend
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INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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Position:

The 2018/19 result of 75.19% is a substantial increase against the 2017/18 figure of 60.76%. This reflects a number of actions during the last quarter, which has increased direct engagement with carers and resulted in an increase in assessments and support.

1,382 of 1838 people in receipt of Carer Support provided during the year have received a completed assessment.

Gender: 892 Female (64.54%), 477 Male (34.52%), 13 Indeterminate/Unknown (0.94%)

Age Bands: 7 clients under 18 (0.51%), 41 clients between 18 and 25 (2.97%), 748 clients between 26–64 (54.12%), 407 clients between 65-84 (29.45%) and 179 clients 85+ (12.95%).

This was a new indicator for 2017/18, which is being treated as a baseline year, no target has been set. It is not part of a national set so comparator information is not available.

Commentary:

Supporting carers so they can continue to play a hugely important role in our communities has continued to be a priority for the directorate. Over the previous quarter there have been a number of actions which have directly affected the increase in support and assessment for carers locally.

The bi-annual Carers Survey was undertaken between October-December 2018 (directed by the Department of Health). During this period 100 carers were referred for review (where answers within the survey indicated they would benefit from further information/advice).

Work has been undertaken to review and streamline the information and advice provided across the Carers Hub and ASC; whilst our Carers Assessment Workers have continued to develop dedicated action plans within the 'Think Carer' Programme.

The Young Carers Awareness Day held in January 2019 attracted over 60 people; with awards presented to over 15 young carers for a range of achievements.

To raise awareness of supporting working carers, a 'Working Carers Group' has been established, with membership from BHCC; Workers Forums; Carers Hub; and the national lead organisation Employers for Carers. Further work to support Carers within the BHCC Workforce is planned for June 2019, including workshops/activities for staff who have caring responsibilities, and continued promotion of the Carers Employment Passport.

A 'Supporting Mental Health Carers Group' has been set up, with key stakeholders involved in supporting carers of people with mental health needs. The aim of the group is to increase awareness of mental health carers, and ensure that all carers of people with mental health needs are aware of the range of services available.

Plans to develop a toolkit to improve carers experience within secondary health services are well underway; following learning gained at a national Carers workshop (NHS England). This toolkit will be implemented via our 'Think Carers' Programme.

Work is continuing across the Sussex and Surrey Sustainability and Transformation Partnership, to develop a Carers Memorandum of Understanding to ensure carers receive a consistent offer across the region.

Actions:

1. Refresh the Carers Strategy (and related Think Carer Action Plan) to reflect recent national (NHS Long Term Plan; National Carers Action Plan; Carer Friendly Communities; Care Act Duties) and local (STP Carers Memorandum of Understanding, BHCC Wellbeing Strategy, and outcomes of the ASC Carers Survey) policy drivers – building on a Carer Friendly City. (Commissioning Manager, Aug 19)

2. Consultation on building a Carer Friendly City (refresh of the Carers Strategy) at a range of events (Carers Week 10-16th June 2019 – Carers Festival + Carer Friendly Employers Event), including the launch of the NHS England Primary Care Carers Quality Markers (12.6.19) and through discussion with senior managers HASC DMT (Commissioning Manager, Jul'19)

3. Stakeholder evaluation of the Carers Hub, survey to all carers who have accessed the service, action plan to be developed within refreshed Carers Strategy (Carers Hub Direct and Commissioning Manager, Aug'19)


4. Continue to explore the implementation of CareFirst across the Carers Hub, to enable greater communication, and effective recording of activities related to the above indicator. (Commissioning

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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Manager, Jul'19)

5. Development of a new factsheet for carers of people with mental health needs, identifying support they can access and the importance of getting support. (Commissioning Manager, Jul'19)

2018-19 Neighbourhoods Communities & Housing - Council (Corporate) - quarterly

The number of private sector vacant dwellings returned into occupation or demolished [Corporate - council]	No.	159.00	162.00	 Improving
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Position:

During 2018/19, 162 private sector vacant dwellings were returned into occupation or demolished after direct involvement / intervention of the Empty Property Team. This exceeds the target of 159 properties for this period. This result may increase as further properties which were brought back into use are identified by the Empty Property Team. The standalone results are 49 for Quarter 1, 57 for Quarter 2, 25 for Quarter 3 and 31 for Quarter 4.

Annual trend

2018/19 – 162 dwellings

2017/18 – 161 dwellings

2016/17 – 159 dwellings

2015/16 – 158 dwellings

2014/15 – 158 dwellings

The 2018/19 annual target is set at 159 (39.75 per quarter) and aims to maintain performance achieved during 2017/18.

Comparator information is not available.

Commentary:

A well established and systematic approach by the Empty Property Team has led to sustained year on year performance. Threatened and actual enforcement measures act as a disincentive for owners to leave dwellings empty and assist in improving performance.

A review of properties through the Empty Property Enforcement Group (EPEG) has led to the team issuing 6 CPN (Community Protection Notice) warning letters which has forced engagement from previously disengaged owners of long term empty properties. This engagement has subsequently led to the sale of two of those properties with works underway to bring them back into beneficial use as homes. All members of the Empty Property team have now gained their Housing Health & Safety Rating System (HHSRS) qualification and also the 'power of entry' authorisation. This enables the formal inspection and assessment of empty properties (internal and external) and, where appropriate, to proceed with further relevant enforcement action.

Agreement has now been made with the Planning Team regarding the issuing of notices against their relevant legislation and similar discussion is continuing with the Private Sector Housing Team .


A pilot project has been undertaken investigating use of a recyclable funding pot to resource enforcement action with suitable properties / legislation being identified through EPEG.

A lack of funding for incentive offers to owners is an ongoing challenge and this continues to be explored . Funding options from external partners: YMCA and CLHP (Community Led Housing Partnership) are incorporated in to the Empty Property Team offer to owners.

An action from the previous quarter has been completed (EPEG identifying properties for Works in default / Enforced Sale Pilot as approved by HNHC March 2017).

Actions:

1. Review and update Empty Property Service Plan to be included in Empty Property web page (Empty Property Officers, Jun 19)

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
The number of households where homelessness was prevented due to casework by the council [Corporate - Council]	No.	790.00	810.00	 GREEN Improving

Position:

During 2018/19, 810 households had their homelessness prevented by the council. Of these, 181 were achieved during Quarter 4. This has exceeded our target of 790.

The current figures are likely to be an undercount, as we continue to face significant challenges in providing reliable data, with the new housing IT system having been delayed further. We are confident that there are a significantly higher number of homelessness preventions achieved than are currently recorded.

The amount of data required by central government vastly increased with the implementation of the Homeless Reduction Act. Collecting and recording this data has proved onerous and has had an impact on our recording of numbers of households where homelessness was prevented.

From the data we have available so far, the number of preventions just above target for 2018/19..

In the context of the difficulties with our IT systems, the demands of the Housing Reduction Act, our service re-design and the housing market / welfare reform, this is a positive achievement.

Commentary:

Prevention of homelessness is achieved through assisting households to obtain alternative accommodation (homelessness relief) or enabling them to remain in their existing home. Although a high rate of prevention reflects positive work to help people at risk of homelessness, the large number of people facing such a risk also indicates high levels of pressure in the city for people to access secure housing. The Homelessness Reduction Act has placed additional duties on local authorities, and we must now work with more households and for a greater length of time than previously.

It is challenging to prevent homelessness in the city because of a toughening climate in which lower income households find it difficult to access the private rented sector and are at risk of losing accommodation in this sector. This is related to factors such as increasing rents and welfare reforms (such as the Benefit Cap and the full rollout of Universal Credit, which began in October 2017). The key financial implication is that we are less able to prevent homelessness.

The Housing Needs service has continued to consider ways to meet the housing needs of the city, both as demanded by the Homelessness Reduction Act and using the trailblazer, early intervention approach. This includes a recent review of the service design, to enable Homeless Prevention Officers to concentrate their efforts on preventing homelessness to households who would be owed a main housing duty. To this end, our frontline Housing Needs Officers are working with those households where we have no reason to believe there is a priority need. We have also created a new team of three officers to make decisions on main housing for more complex cases – this will allow our core team of Homeless Prevention Officers to focus on homeless prevention and should lead to an increase in prevention numbers.


The target date for action 1 below has changed, from April to July 2019, due to the delay in the replacement of the IT system. We have been in regular discussions with the provider over the difficulties they have and have hopefully now agreed a way forward.

Another action, user testing and research in support of the Local Government Association's 'Smarter Digital Services', has been completed.

We have also had the challenge of high staff turnover which we are working to rectify and build resilience.

Actions:

1. Replace the current IT system for Housing Needs ('Locata') with the new 'Home Connections' system (Head of Temporary Accommodation and Allocations, Jul 19)
2. Further training for staff on Psychologically Informed Environment to improve skills to enable more prevention and build resilience (Head of Temporary Accommodation and Allocations, Mar 20)

Housing Tenants: Rent collected as % of rent due [Corporate - council]	%	98.00	97.81	 AMBER Declining
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INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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Position:

The end year 2018/19 rent collection rate for council housing tenants is 97.81%.

Trend:

Mar 2019 = 97.81% (actual)

Dec 2018 = 98.10% (annual forecast)

Sep 2018 = 98.31% (annual forecast)

Jun 2018 = 98.56% (annual forecast)

Mar 2018 = 98.66% (actual)

Mar 2017 = 98.96% (actual)

The target of 98% is based on projections of increased arrears due to Universal Credit by April 2019, which are anticipated to result in a small drop in performance. This has been the case during 2018/19 and the end year result of 97.81% is slightly below this target, which is a 0.85 percentage point reduction on 2017/18 performance.

Comparator data from Housemark indicates that 2017/18 performance ranked within the top quartile (best 25%) when compared to both local authorities and housing associations.

Commentary:


Although the target has been narrowly missed, performance has held up well in light of the increasing challenge posed by the full rollout of Universal Credit (UC) which began in October 2017. This is the most serious challenge when it comes to rent collection, and now affects over 1,000 tenants. Although the evidence base is limited, drops in performance have also occurred for comparator authorities that have seen similar implementation of Universal Credit.

The council's Housing Income Management team have a procedure in place to formalise the way they help affected tenants with their claims. The ability to collect rents from tenants has a significant financial impact because it determines the resources available to spend on the management and maintenance of tenants' properties through the Housing Revenue Account (HRA).

The Housing Management System Replacement project team have a provisional plan to pilot and rollout the use of mobile working devices during the second half of the 2020/21 financial year, although more specific dates are still to be confirmed with the supplier.

Actions:

1. Carry out a recruitment drive to recruit to all existing team vacancies by December 2019 (Housing Income Manager, Dec 19)
2. Review and ensure that all accounts in arrears and that are eligible for alternative payment arrangements has one in place (rent paid directly by the DWP) (Housing Income Manager, Oct 19)
3. Look into how technology can support income collection and arrears minimisation e.g. Housing app, text message notifications/reminders, mobile working possibilities (Housing Systems Implementation Programme Manager, Mar 21)

% of the council's homes that meet the government's Decent Homes Standard [Corporate - council]	%	100.00	100.00	 GREEN No change
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Position:

The target is to ensure that all Council homes meet the Decent Homes Standard throughout the year. At the end of March 2019 all council owned dwellings met the Decent Homes Standard (100%). This level of performance was first achieved in December 2013 and has been maintained since September 2015.

Commentary:

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

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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the system is also used to identify the properties that will require planned works in the forthcoming year to ensure they continue to meet the Decent Homes Standard. The budget for decent homes work is set in accordance with the Council's Housing Asset Management Strategy priority of "investing in homes and neighbourhoods". Progress against planned programmes of work and meeting the Decent Homes Standard are monitored on a quarterly basis and reported to Housing & New Homes Committee.

The following planned works and gas boiler installations has been completed from January to March 2019 (Annual figure for 2018-19 in brackets) to maintain 100% decency:

- Kitchens – 125 (367) units
- Bathrooms – 9 (96) units
- Doors – 12 (196) units
- Windows – 57 (396) units
- Rewires – 94 (339) units
- Roofs – 35 (227) units
- Gas boiler installs – 187 (777) units.

The Property & Investment service are currently in the process of procuring consultancy services to carry out a sample Stock Condition Survey in 2019, with 20% of the stock to be surveyed over the coming months (around 2,300 of 11,500 dwellings). This is to test the validity and extent of existing data, to ensure the service have accurate and sufficient data about its housing stock to inform future investment decisions . The service are also working to put in place new contracts for planned and major works in line with the decisions made by Policy, Resources & Growth Committee in October 2018. These will support the future delivery of decent homes works in line with our strategic objectives for the new service:

- Excellent customer service including the ability to self-serve and greater direct customer access to services
- A strong focus on pro-active maintenance of existing assets
- Increased transparency, control and accountability around cost, programme information and quality assurance
- Demonstration of value for money combined with the inclusion of social value requirements in order to secure added economic, social or environmental benefits for the local area.

Actions:

1. Commission stock condition survey of 20% of council owned dwellings for contract to start in July 2019 (Housing Business Programme Manager, Jul 19)

2018-19 Strategy Governance & Law - Council (Corporate)

Number of Whistleblowing Allegations received [Corporate - council]	No.	8.00	Trend
			Decreasing trend

Position:

This Performance Indicator (PI) measures the number of whistleblowing allegations which were received within the reporting period.

Jan-Mar Q4 2018/19: 5

Oct-Dec Q3 2018/19: 1

Jul - Sep Q2 2018/19: 1

Apr – Jun Q1 2018/19: 1

Jan - Mar Q4 2017/18: 4

Oct - Dec Q3 2017/18: 5

Jul - Sep Q2 2017/18: 2

Apr - Jun Q1 2017/18: 0

This indicator is set up to measure the trend of the numbers of whistleblowing allegations received and as such has no target set for the year. It is a local measure; there is no comparator information available.

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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Commentary:


Between January and March 2019 there have been 5 reported cases, 8 for the year to date. There were 4 for the same period last year, 11 for the year 2017/18.

All whistleblowing allegations received have been or are being investigated. The Monitoring Officer, Head of Human Resources and Organisational Development and the Head of Internal Audit continue to meet regularly to review progress on whistle blowing cases and to identify any common themes or issues that might require wider consideration. The whistleblowing policy has been publicised as part of the refreshed approach to Fraud & Corruption awareness.

Monitoring of whistleblowing in the council is now more robust and continues to be improved; we have more reliable data, better monitoring, better publicity and greater numbers of allegations received.

Actions:

1. Continue to monitor the returns. (Executive Lead Officer, SGL. ongoing)
2. Improved communications to staff via the Corporate Management Team and the Wave (Executive Lead Officer, SGL. June 2019)
3. Take report to July 2019 Audit & Standards Committee (Executive Lead Officer, SGL. July 2019)
4. Raise any significant issues through BIG and ELT (Executive Lead Officer, SGL. June 2019)

% of residents that think, overall, that Brighton & Hove City Council keeps residents well informed about the services and benefits it provides (City Tracker) [Corporate - council]	%	58.00	51.00	 RED
				Declining

Position:

A half of residents (51%) feel that Brighton & Hove City Council keeps residents informed about the services and benefits it provides. The proportion of residents feeling informed is down compared to 2017 and 2016 when 55% and 57% respectively felt informed. Brighton & Hove residents are also slightly less likely to feel informed about council activities than residents nationally, 58% (LGA survey October 2018). 1,003 residents were interviewed via telephone survey between 17th September and 9th November 2018. Flexible quotas were set to ensure the sample closely matched the actual population profile by gender, age, ethnicity and postcode.

Sub-groups (e.g. men vs. women) are tested for statistical significance and included in commentary only where there is a statistically significant difference to comment on. All data is weighted to match the local population by age, gender and postcode sector.

There is no comparable national data.


Residents who don't think that they will have enough money to meet basic living costs (food, water and heating) in the coming 12 months (44%) are the least likely to say that they are well informed compared to 56% of residents who think they will have enough money.

Commentary:

- The fall in percentage points is being addressed through the refreshed Communications service plan 2018-20. The emphasis will be on gaining a better understanding of the needs and views of our audiences which will be a major priority in the drive to improve our communications.
- This will inform intelligence-based communications which are essential if the council is to truly engage with people and involve them in making the council, and its services, successful.
- We need be clear about what they know and think about the council, how they like to be communicated with, and which audiences are especially important to us and why.
- The Communications Strategy will also aim to take council communications and engagement activity and functions to where the conversations are taking place, rather than expecting residents and stakeholders to 'come to the council'.

Actions:

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
1. A reader / information survey to better understand not only how our residents consume information, but also how they would like to, especially targeting traditionally hard to reach audiences, older people, religious communities, rough sleepers, new arrivals to the city, young people (Head of Communications, Sep 2019)				
2. Run a series of year-long holistic communications and PR campaigns and activities with specific objectives and audiences, clear and consistent messaging and means of evaluation. (Head of Communications, Mar 2020)				
3. Craft and deliver a social media strategy which enables better engagement, targeted communications and message monitoring on social media, resulting in an increase in involvement in Facebook conversation and promotions, and increase in residents citing social media as source of information in 2019 Readership Survey and raising the percentage of residents who say they are well informed about council services. (Head of Communications, Mar 2020)				
4. Developing and increasing the readership, relevance and frequency of Your Brighton & Hove a weekly resident's e-bulletin emailed directly to subscribers email accounts. (Head of Communications, Mar 2020)				
5. Replacing the 'news' pages on the council's website with a dynamic and more 'breaking news' 'newsroom'. (Head of Communications, Sep 2020)				
6. Continue to develop a new Internal Communications & Engagement (ICE) strategy and action plan for 2019/20 aimed specifically at staff and councillors. (Head of Communications, Sep 2020)				
7. Launch a public affairs / networking strategy aimed at improving: <ul style="list-style-type: none"> • The style and success of funding bids • Relationships with key stakeholders • The council's reputation as an innovator • Winning awards for excellence • Lobbying activities • Responses to national and regional consultations (Head of Communications, Mar 2020)				

% of residents very or fairly satisfied with Brighton & Hove City Council (City Tracker) [Corporate - council]	%	60.00	54.00	 RED
				Declining

Position:

Over a half of residents (54%) are satisfied with Brighton & Hove City Council. More than twice as many residents are satisfied (54%) with the council as are dissatisfied (23%).

According to the LGA, nationally 60% are satisfied with the way their council runs things. The target has been set based on that figure.

Compared to 2017, satisfaction with the council is nine percentage points lower and dissatisfaction four percentage points higher. In 2017, 63% were satisfied and 19% dissatisfied.

1,003 residents were interviewed via telephone survey between 17th September and 9th November 2018. Flexible quotas were set to ensure the sample closely matched the actual population profile by gender, age, ethnicity and postcode.

Sub-groups (e.g. men vs. women) are tested for statistical significance and included in commentary only where there is a statistically significant difference to comment on. All data is weighted to match the local population by age, gender and postcode sector.

Looking at satisfaction with the council by demographic groups reveals that:

- Although the numbers are small residents aged 75 or older (76%, 34 people) are most likely to be satisfied with the council. This compares to only 48% of residents aged 18 to 34, 54% of those aged 45 to 74 and 61% of those aged 35 to 44.
- LGB residents are also more likely to be satisfied (69%) compared to only 53% of heterosexual residents. The number of responses (2 people) who identified as Trans is too small to draw any robust conclusions.
- Those residents with a connection to the armed forces (68%) are also more likely to be satisfied with the council. This compares to 52% of residents without a connection to the forces.

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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- Residents with a health problem or disability that affects their activity a lot (63%) are more like to be satisfied with the council than are residents with no health problem or disability (53%).
- BME residents are more likely to be satisfied with the council (58%).
- Residents who think that they will not have enough money to meet basic living costs (41%) are least likely to be satisfied with the council. This compares to 59% of residents who think they will have enough money to meet basic living cost.
- Although the numbers are small residents who rent their home from a housing association (43%, 12 people) are also less likely to be satisfied with the council. This compares to 60% who rent from a private landlord, 54% who own their home and 51% who rent from the council.

Commentary:

The council is committed to improving customer satisfaction. It has established a Customer Experience Steering Group (CESG) focusing on Efficiency, Consistency, Improvement and Resilience in customer service delivery. The CESG has developed a Customer Experience Strategy which was approved in principle by the Policy, Resource & Growth Committee in March 2019 . The CESG has also recently delivered Customer Experience Ambassador awareness raising sessions. These sessions were attended by 77 Ambassadors across the council – the key messages at these sessions were: Customer Promise, Customer Experience Vision, Equalities, One Council approach and learning from customer feedback. These sessions have highlighted key barriers to improving customer experience. £1.8million investment has been secured for 2019/20 to improve our digital offer for customers.

Action:

1. Finalise Customer Experience Strategy in consultation with customers, staff and new members (Head of Performance, Improvement & Programmes, December 2019)
2. Deliver Digital Customer programme focusing on new website, My Account, Customer Index (Head of IT&D, Head of Communications, March 2019)
3. Embed 5 key messages across the organisation (Customer Experience Ambassadors, October 2019)
4. Create and implement an action plan based on the feedback from Customer Experience Ambassadors ((Head of Performance, Improvement & Programmes, March 2020)

Number of Stage 1 Complaints received by corporate Customer Feedback Team [Corporate - council]	No.	1,740.00	Trend
			Increasing trend

Position:

The council has a three stage process for formal complaints, Stage 1 is the first stage of the formal process; these complaints are investigated and responded to by the service concerned. No target is set to reduce the volume of Stage 1 complaints – feedback from customers gives valuable insight into potential service improvements and issues. We identify and report on exceptional changes in complaint levels to identify areas for improvement and areas of good practice. Targets have been set for the time it takes to respond to Stage 1 complaints as we know that swift action and response when things have gone wrong is one of the key drivers of customer satisfaction (research from Institute of Customer Services 2017). We aim to respond to Stage 1 complaints within 10 working days.

The number of stage 1 complaints received by the council for the period 1/3/18 – 28/2/19 was 1740. The number of stage 1 complaints received for the same period in 2017/18 was 1560 This is an increase of 180 complaints (12%). Identifiable factors contributing to this are outlined in the commentary section.

The quarterly trend of the volume of Stage 1 complaints is as follows.

2017/18		2018/19
Q1=313	<	Q1=538
Q2=397	<	Q2=474

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
Q3=485	>	Q3=391		
Q4=365	>	Q4=337		

The overall response times to Stage 1 complaints for

2018/19 63% responded to within 10 working days, 81% within 20 days.

2017/18 72% responded to within 10 working days, 96% within 20 days.

This is a significant increase in the time taken to respond to complaints; contributing factors are outlined in the commentary.

A breakdown of the quarterly trend in response times for Stage 1 complaints shows a significant in year change between Q1 & 2 and Q3 & 4 2018/19.

2018/19	% responded to within 10 working days	% responded to within 20 working days
Q1	46%	62%
Q2	47%	74%
Q3	79%	95%
Q4	79%	98%

Contact method Stage 1 complaints – full year 2018/19

Email – 44%

Phone – 31%

Integrated web form – 24%

Equalities monitoring Stage 1 complaints

251 customers provided equalities information in 2018/19 which is 14% of all complainants and 60% of those making on line complaints; this is a significant increase from 2017/18 where only 8% gave equalities information.

The data received compared to city demographic information (based on 2011 census) shows we received fewer complaints from people in the age ranges 18 24, and higher complaints from people aged between 55 64 than should be expected. All other age ranges are within range that we would expect. Complaints from men and women were nearly equal, 4% of complaints preferred not to say what their gender was, 1% said they were transgender.

The percentage of LGB customers who raised complaints was 7% - lower than the city demographic of 11.5%; 2% said they were bi sexual; 21% preferred not to say; and 71% were heterosexual. For ethnicity, there were no particular observations; the proportions were broadly similar to the demographic of the city. We are currently unable to retrieve data for people limited by health and this is being addressed with the software supplier.

Commentary:

The increase in the volume of stage one complaints relates to exceptionally high numbers of complaints in Q1 and Q2. There has been a consistent reduction in complaints in each quarter throughout the year and the results for Q3 and Q4 were lower than for the same period in 2017/18.

The services with the greatest difference in S1 complaints for 2018/19 compared to 2017/18 are:

City Clean received 559 complaints compared to 445 in 17/18, an increase of 114 (26%); the most common issues are recycling collection missed, refuse collection missed. The number of complaints in each quarter has steadily reduced from 207 in Q1 to 83 in Q4.

Highways received 63 complaints compared to 38, an increase of 25 (66%); the most common issues are Street lighting and Highway condition.

Revenues and Benefits received 127 complaints compared to 99, an increase of 28 (28%); the most common issues are poor communication and Admin errors.

Tenancy Services received 140 complaints compared to 113, an increase of (24%); the most common issues are Lack of Action and Poor Communication.

Customer Experience Steering Group consisting of all key services across the council has been set up to


INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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improve consistency, resilience, efficiency and improvements in a way customer services are delivered across the council. A group of Customer Service Ambassadors have been selected who will improve the way that services are delivered in all services. Consultation has begun on a Customer Experience Strategy. At Quarterly Customer Feedback Review meetings with service leads and at Departmental Management meetings emphasis is placed on learning from customer feedback to inform service improvement and the need to provide timely responses.

Services recognise that there is a need to try to reduce complaints by resolving issues of concern early and that dealing with complaints is costly but it does provide valuable feedback about the expectations of customers.

Actions:

1. The Customer Experience lead will work with our Digital Communications team to make the on line complaints form more easily accessible by September 2019. (Customer Experience Lead, Sept 19).
2. Working with Customer Experience Ambassadors to embed monthly key learning from customer feedback across the organisation (Customer Experience Lead, monthly)
3. Finalising the Customer Experience Strategy and implementing it to deliver our vision of 'Getting things right first time, every time' which will improve customer experience and reduce the number of complaints (Head of Performance, Improvement & Programmes, development Dec 19, implementation ongoing)
4. Revenues and Benefits will move away from pre-printed bills giving the facility to change the layout as desired to improve the quality of communication. (Revenues and Benefits Manager, start April 2019.)

% of all complaints received by the council that are not resolved at Stage 1 and are escalated to Stage 2 and investigated. [Corporate - council]	%	10.00	9.80	 GREEN
				Improving

Position:

This indicator measures the number of complaints which are taken to the second stage of the complaints process and then investigated. This does not include the HASC directorate as there is no Stage 2 in the Adult Social Care statutory complaints process. This indicator has a set target of 10% or fewer complaints to be escalated from the initial stage, as this can indicate inadequate responses at Stage 1.

The 2018/19 result for S1 cases escalated to S2 and investigated is 9.8% (171/1740)

For 2017/18 the result was 9.9% (155/1560).

For the year 2018/19 there have been a total of 181 requests for Stage 2 (S2) investigations compared to 160 for 2017/18, which is an increase of 21 (13%).

10 (5.5%) cases were not investigated at S2 because there was a comprehensive Stage 1 reply and further investigation at S2 would not have achieved anything more for the customer or the service; for 2017/18 there were 5 (3.1%) cases thoroughly investigated at S1.

There were 1740 Stage 1 (S1) complaints in 2018/19 compared to 1560 in 2017/18, an increase of 180 (12%).

Services where the target for the percentage of complaints escalated to Stage 2 and investigated was exceeded are:

- City & Regeneration : 36% (14/39), 3 cases upheld
- Highways: 13% (9/63), 1 comprehensive S1, none upheld
- Parking: 12% (22/180), 2 comprehensive S1, 3 upheld
- Safer Communities: 35% (8/23), 1 upheld
- Tenancy Services: 13% (20/140), 2 comprehensive S1, 6 upheld
- Property and Investment: 13% (41/283), 4 comprehensive S1, 6 upheld

Services that achieved or did better than the target were:

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
Revenues & Benefits:	6% (7/127)	1 case upheld		
City Clean:	6% (34/559)	18 cases upheld		
Sport & Leisure:	9% (3/33)	no cases upheld		

Commentary:


Stage 1 complaints which do not address all issues raised or identify any areas in which service could have been improved are most likely to result in escalation to Stage 2. Generic responses which do not offer any advice or are not empathic in tone (even where the complaint is not upheld) are also contributory factors to complaint escalations.

The financial costs and reputational damage caused by a failure to resolve complaints at S1 are significant; services should try to avoid these costs by resolving complaints by providing a suitable remedy where there has been fault or by helping the member of the public to understand the reason for decisions and actions taken by the council. For Stage 1 complaints the cost of processing, investigating and responding is about £100 (including Customer Feedback Team and service manager), for Stage 2 that cost is about £450 (including contribution from service manager).

Customer Feedback Managers have delivered training in 'Complaint Investigation Skills and Service Improvement' along with individually tailored training and coaching in complaint handling for Housing Services, Council Tax, City Clean, Development Management, and Children's Social Care. In November and December we commissioned the Local Government and Social Care Ombudsman to deliver 4 sessions of 'Effective Complaint Handling' to Housing, Parking and Highways. 10% of complaint responses are being quality assured against the agreed standard developed by the Customer Experience Steering Group. Feedback is being given to managers on how responses could be improved. A sentence library has been created as a resource for improving responses.

Actions:

1. Customer Feedback Managers to analyse Stage 1 responses that are upheld at Stage 2 to understand the reason the case was escalated and to provide advice on how to improve the Stage 1 response so that escalation is avoided. (Customer Feedback Managers April 2019).
2. Customer Feedback Managers to give further advice to services on how to conduct an Effective Complaint Investigations at Stage 1 based on the feedback from the Ombudsman Training. (April 2019).

% Local Government and Social Care Ombudsman (LGSCO) complaints upheld or partially upheld [Corporate - council]	%	59.00	57.00	 GREEN	Improving
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Position:

The Ombudsman's published figure for complaints upheld for the council in 2017/18 (April to March) is 57% which is Green. This is the latest available information, results for 2018/19 will be released by the LGSCO later in 2019/20.

We benchmark against the results published by the Ombudsman for the 12 CIPFA nearest neighbours. The Green value was set at the CIPFA nearest neighbour average value for 2017/18; that figure was 59%. The Amber value was set at the top of the bottom quartile; that figure was 67%.

For 2017/18 the percentage of complaints upheld placed this council at the top of the second quartile, for 2016/17 this council was at the bottom of the third quartile. This is a significant improvement.

The number of enquiries received by the Ombudsman in 2017/18 about the council increased to 124 from 115 in 2016/17 and the number investigated increased to 42 from 24. This is a significant increase in investigations; the Ombudsman's letter to us does not give any reason for that increase. However, the percentage upheld reduced from 67% to 57%.

Commentary

The Ombudsman states in his report that high volumes of complaints can be a sign of an open, learning organisation, as well as sometimes being an early warning of wider problems, and that low complaint volumes can be a worrying sign that an organisation is not alive to user feedback.

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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The Ombudsman is placing more emphasis on identifying and sharing learning from the investigations they carry out. To ensure that learning takes place within the council the recommendations are referred to Heads of Service and the case managers. The Director and Assistant Director have oversight of all cases where there is a finding of fault. The Ombudsman requires that we provide evidence their recommendations have been carried out and may consider issuing a public report if they are not.

We recognise there is a cost involved in administering and responding to the enquiries the Ombudsman makes. To gain value from investigations we ensure any learning is taken on board.


Actions:

1. Continue to provide support, advice and assistance to services to enable managers to give timely, accurate, high quality responses which represents the services provided in the best possible light.

(Customer Experience Lead and Managers. Ongoing)

2. Actions identified by the Ombudsman for service improvement will be communicated to the relevant team and will be monitored to ensure they are carried out. (Customer Experience Lead. Ongoing)

3. At quarterly Customer Feedback review meetings with services the Customer Feedback Manager and Service Lead will assess if the complaints that have progressed to the Ombudsman could have been avoided and apply learning from that discussion. (Customer Feedback Managers. Ongoing)

Number of compliments received [Corporate - council]	No.	922.00	1,375.00	 GREEN Improving
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Position:

We are reporting on compliments received from members of the public and businesses who receive services from the council and from other agencies who work in collaboration with us. For the year 2018/19 there were a total of 1375 compliments against a target of 922, this is Green.

Compliments received from colleagues are included in the information given in quarterly reports to services but are not included in these figures.

The trend is:

Q1=317 Q2=372 Q3=361 Q4=325

2018/19: Total of 1375

2017/18: Total of 922

2016/17: Total of 730

2015/16: Total of 503

There is no published benchmarking figure currently available for this indicator.

The results by Directorate were:

- Economy, Environment & Culture =317 (76+100+63+78)
- Families, Children & Learning =176 (54+39+39+44)
- Finance & Resources =55 (10+9+25+11)
- Health & Adult Social Care =177 (38+54+40+45)
- N'hoods, Communities & Housing =470 (105+132+137+96)
- Strategy Governance & Law =180 (34+38+57+51)

Services with the greatest increase in compliments when comparing 2017/18 to 2018/19:

- Property & Investment : 258 to 337 = +79
- Registrar Birth Death Marriage: 40 to 93 = +53
- Bereavement: 2 to 50 = +48
- Highways: 12 to 51 = +39
- City Clean: 42 to 78 = +36
- Revenues & Benefits: 19 to 52 = +33
- Seafront: 11 to 27 = +16
- Community Safety: 3 to 16 = +13

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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- Education & Inclusion: 17 to 29 = +12

Commentary:

“A compliment is where a person praises a member of staff or a service for the work they have done .”
 There is value in recording the compliments received, it helps to provide a balanced perspective alongside the complaints received and shows that very many customers are pleased with the services they receive. Additionally, compliments are very useful for motivating teams; it helps remind them that their work is appreciated. Teams that are highly motivated perform well ; there is less sick absence and they work with greater efficiency. We look for the common reasons that people send compliments and share this with services; this is a valuable source of learning. Compliments have been categorised against themes from our Customer Promise.

Clear: 41 (4%)

Easy to contact and responsive: 116 (11%)

Get things done: 461 (44%)

Helpful and supportive: 336 (32%)Respectful:92 (9%)

Actions:


1. The Customer Feedback Team will continue to encourage and remind teams to send their compliments to Customer Feedback using the generic email address as this will enable us to build a picture of what customers find valuable. (Customer Experience Lead, March 2020)
2. The value of Compliments is promoted in the Complaints Investigation and Service Improvement workshops. (Customer Experience Lead, March 2020).
3. Compliments received are discussed with services leads in quarterly meetings to inform service improvements and for service leads to share with their teams. (Customer Feedback Managers and Service Lead, March 2020)
4. A story highlighting key analysis from compliments will be shared across the organisation via intranet to promote best practice (Customer Experience Lead – Bi-monthly – starting June 19).



Brighton & Hove City Council

Appendix 2: 2018-19 City Corporate KPIs - annual results

Period: Apr-18 - Mar-19

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
2018-19 Economy Environment & Culture - City (Corporate) ANNUALS				
% reduction in Carbon Dioxide emissions per capita from a 2005 baseline [Corporate - city]	%	39.00	40.60	 Improving

Position:

This data is two year lagged and was released July 2018. CO2 emissions for Brighton & Hove have reduced from an estimated 5.5 tonnes per person in 2005, to 3.3 tonnes per person in 2016. Between 2015 and 2016 there has been a reduction from 1007.6 to 938.5 metric tonnes per capita. This means that performance has been better than the 39% target that was set achieving a 40.6% reduction per person from the baseline figure.

This demonstrates that we remain on track towards a positive upward trend in our reductions performance. If this continues we are set to meet our longer term targets as set out in the City's Sustainable Community Strategy (which targets a 42% reduction by 2020 and an 80 % reduction by 2050).

On the whole we are performing slightly better than our CIPFA nearest neighbour average which is 4.1 tonnes per person and 39.3% reduction from the baseline figure.

Commentary:

Housing: A challenge for Brighton & Hove is the high proportion of older housing stock with 66% of houses were built before 1945 (43% across England) and many private sector properties labelled 'hard to treat' in relation to energy efficiency measures.

Since 2018, landlords are required by law to ensure their properties meet an energy efficiency rating of at least band E. Also the council's HRA Energy Strategy has set an objective to get all council homes to EPC C by 2030.

The Council has signed up as an affiliate member of the Your Energy Sussex (YES) partnership; an energy saving partnership between local authorities across Sussex aiming to reduce fuel bills and CO2 emissions for residents and businesses through a range of projects.

Progressing with district heat network projects further feasibility work is being undertaken as part of the master planning for Conway st./Hove Station.

Upgrading lifts and switching to LED lighting systems that are more efficient

Through investing £1.6M, to deliver around 400 solar PV arrays on our own housing stock, with estimated savings of 1,176 tCO2 to date.

Carbon emissions from our own housing stock have been reducing as a result of a number of activities/projects – estimates consider emissions have reduced from 46,000 tCO2 per annum to 30,000 tCO2.

The SHINE project is supporting council tenants to reduce their energy use through a series of workshops, home advice visits and the installation of small energy saving measures.

Transport: Local policies can influence behaviours such as encouraging people in the city to choose lower carbon forms of transport. Changes in national legislation, vehicle technology and significant changes in individual travel behaviours are required to achieve significant reductions in line with set targets.

The council approved (2015) fourth Local Transport Plan [LTP4] includes 'Reduce Carbon Emissions'

Commerce and Industry: The University of Brighton's Green Growth Platform supports a network of 1000 green businesses. It helps its members to grow - through a menu of business coaching, product and service development, access to funding, events and skills development - and it builds connections and facilitates collaborations across its membership base.

The Green Growth Platform is at the heart of a flourishing low carbon economy across Sussex. Its work has helped create over 200 green sector jobs in the region and it has worked with local businesses on over 80 projects to develop new low carbon products and services.


Visit greengrowthplatform.co.uk for more information.

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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- In October 2015, BHESCo completed fourteen community energy projects generating 50kW of electricity and a heat network in Horsham generating 80kW. In their first year of project development, they have saved small businesses in the city £15,000, by installing energy efficiency systems, generating 143,000 kWh of clean electricity, the equivalent of the annual electricity consumption of 36 homes, and carbon emissions reductions of 68 tonnes.
- Since 2014 Brighton Energy Cooperative have installed 2.17MWs of community funded solar PV on sites in Brighton and the South East and have raised £1.8M (a further £0.5M raised in 2010-14).

Actions:

1. Reducing the need to travel for some journeys and activities, especially through the Planning process (Development & Transport Assessment Manager, ongoing)
2. Deliver a three year project to replace more than 18,000 lighting points with energy efficient low carbon equipment as part of an “invest to save” programme (Street Lighting Manager, March 20).
3. Delivering measures to increase the uptake of Ultra Low Emission Vehicles [ULEVs], in partnership with residents and stakeholders including increasing the availability and use of ULEV infrastructure and promotion of supporting initiatives. (Parking Strategy & Contracts Manager, March 20)
4. Delivery of ‘Intelligent Transport Systems’ [ITS] on the main routes into and out of the city (Head of Traffic Management, March 20)
5. Implementing, monitoring and enforcing projects including 20mph zones, the Low Emission (Bus) Zone in central Brighton and a number of schemes to promote walking and cycling, in addition to the development of a Local Cycling and Walking Infrastructure Plan [LCWIP]. (Assistant Director-City Transport, March 20)
6. Continuing the development of opportunities with public transport operators for Citywide smart-ticketing and other initiatives to improve public transport. (Senior Project Manager / Team A (Public Transport), March 20)
7. Deliver PV arrays on 3 HRA low rise blocks through the Solarise project (Sustainability Programme Officer, Mar 20)
8. Test new technologies alongside our boiler programme to increase efficiency and reduce CO2 emissions. The project, funded by the EU, will run until 2020. (Sustainability Programme Officer, Mar 20)

Nitrogen Dioxide levels in Brighton and Hove (µg/m3 - micrograms per cubic meter): Lewes Road [Corporate - city]	No.	36.00	38.00	 AMBER
				Improving

Position:

The average level of Nitrogen Dioxide (NO2) measured at Lewes Road as a 12 month rolling mean up to the end of 2018 was 38 µg/m3 (micrograms per cubic metre). At the time of writing October-December is the latest quarterly data that is verified. To insure quarterly results are consistently ready for reporting deadlines, there is a time lag in obtaining results from the contractor (TRL). Quarterly data is calibrated and ratified by the contractor before publication.

The target: 36 µg/m3 NO2 is 90% of 40µg/m3 that is the EU and UK standard and also the World Health Organisation Guideline for protection of human health. Consistent attainment of 36 µg/m3 NO2 would mean beyond all reasonable doubt EU and UK standard are met. To be able to revoke part of an Air Quality Management Area NO2 levels must be less than 36 µg/ m3 for a year or more.

For the NO2 continuous analysers at Lewes Road and North Street NO2 a concentration of: 36 µg/m3 are equivalent to 90% of the standard and in Defra’s Technical Guidance is regarded as potential exceedance. The level of 38 µg/m3 suggests a substantial improvement since the last twelve month reporting period ending December 2018 when levels were 46 µg/m3 that is more typical of the BH6 site.

Commentary:

Roadside exceedances of NO2 in our City (up to ten metres back from the carriageway) are due to emissions from road traffic. In particular where we see poor traffic flow and traffic is left standing, idling or needs to relaunch to coast along. Vehicles type is an important variable that contributes to the recorded

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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exceedances (e.g. heavy vehicles or diesels with ineffective exhaust mitigation). The Air Quality Action Plan provides a multidisciplinary approach to making a long term improvements in outdoor air with the Local Transport Plan and new grants to deliver lower emissions. More need to be done to deliver air quality compliance throughout the city.

Automatic monitoring of NO₂ continues adjacent with North Street and Lewes Road Brighton. On North Street diffusion tubes records started in 2007. The automatic analyser was installed in 2012. Between 2007 and 2018 North Street monitoring results indicate NO₂ levels exceeded the EU and UK standard (annual average). The council therefore has statutory duty to declare an Air Quality Management Area (AQMA) for NO₂. North Street was first included in the AQMA in 2008. This declaration must be followed by an Air Quality Action Plan that sets out how that council will work towards compliance with outdoor NO₂ at locations relevant for human exposure typically the facade of permanent residential dwellings. Higher concentrations of NO₂ pavements and at kerbside are relevant for nitrogen dioxide monitoring if pedestrians and shoppers typically spend more than half an hour in the area.

Airborne NO₂ and particulate are the second highest risk to overall health after smoking. As direct and passive smoking decreases airborne pollution becomes a more important variable for overall health and wellbeing. Carcinogenic emissions influence body vulnerability to lung cancer, Chronic Obstructive Pulmonary Disease (COPD), bronchitis, pneumonia and increase the risk of strokes and dementia. Nitrogen dioxide exposure during childhood directly influences lung tissue growth and lifelong lung capacity. Recent research has claimed relationships between airborne pollution; brain development, mental health, impaired learning, behavioural problems and criminality.

The European Commission can fine member states including the UK for non-compliance of air quality legislation most especially the 40 µg/ m³ limit for nitrogen dioxide which became legally binding in 2010. The process for enforcement of this provision and whether the fine will be passed to individual local authorities has not been clarified by central government. The BREXIT decision and the likely 2019 Environment Bill will result in a review of air quality policy. Third parties such as Community Groups or NGO Client Earth can choose to take independent legal action if the limits for the protection of human health are not met.

Modal shift has reduced the number of journeys by private car. Proactive measures are being taken to improve emissions of buses, taxis.

As a result of a successful bid with the Department for Transport, in 2014/15, 50 buses have been retrofitted for lower NO_x exhausts. To extend this work further Department for Transport awarded Brighton and Hove City Council a further 500k in 2015/16. DfT's Clean Bus Transport Fund which targeted reductions in emissions of oxides of nitrogen. This work included retrofit of a further 23 buses for 2016/17 targeting lower emissions of oxides of nitrogen. In addition Brighton and Hove Buses have now purchased 82 brand new buses. Brighton and Hove buses are projected to invest £9 million per year in new vehicles. Big Lemon Bus Company is on schedule to have a full electric bus fleet (12 single decks) by the end of 2019. Brighton and Hove buses are working with partners to progress with low and no emission options that work for a fleet operating 24hours, 7 days a week. These changes to the bus fleet will show a reduction in NO and NO₂ emissions. We are exploring similar funding streams and opportunities to work with partners so all of the local bus fleet surpasses the euro-VI emission standard as soon as possible. July 2018 Big Lemon and Brighton and Hove Buses have submitted bids for the Ultralow Emission Bus Grant to the Office of Low Emission Vehicles. These were successful helping more than one operator achieve a cleaner fleet across Greater Brighton and the wider economic area.

Work continues on the Schools Access Project in combination with the Sussex wide School Travel and Air Quality Awareness Project (defra funded). This includes engagement with schools in the Lewes Road Area. There is an anti-idling initiative, promotion of more active travel to school imitative. Infographics have been produced promoting active travel and better air quality. The Lewes Road corridor has a number of cut engine cut pollution signs.


Actions:

The City Council is required to provide annual status reports for air quality to Defra. The next report is due by 30th June 2019. The appraisal on the last report received August 2018 was supportive and encouraged the commissioning of Automatic Traffic Counters in the AQMA as evidence to support a further air quality assessment, map concentrations and to determine source apportionment. That is analysis of which

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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sources contribute to pollution in areas that do not comply with national standards. As ambient NO₂ exceedance is dominated by local sources the local authority has a key role to play in delivering healthier air. In contrast particulate levels are more influenced by transboundary pollutants and non-traffic sources. During the next election term 2019-2023 a full review of the NO₂ Air Quality Management Area and Air Quality Action plan will need to be carried out. In the meantime ongoing actions to work towards cleaner air 2019/20 are as follows:

1. Update source apportionment i.e. what is the contribution of various emission sources to roadside exceedance adjacent to Lewes Road and the roadside building-line parallel with various AQMA transport corridors (Head of Transport Policy and Strategy, Mar 20)
2. Work with the Universities on a sustainable travel plan targeting a reduction in commuting through the Elm Grove and Lewes Road Junctions and parking reservations for those approaching from the north east (where air quality is compliant with the Air Quality Assessment Level) (Head of Transport Projects, Mar 20)
3. Develop and implement Freight Strategy including opportunities to reduce emissions from deliveries into Lewes Road and other key transport corridors in the AQMA (Head of Transport Policy and Strategy, Mar 20)
4. Continue to monitor and manage the NO₂ continuous automatic analysers (Head of Transport Policy and Strategy, Mar 20)
5. Continue to review the contract for the air quality automatic analysers, currently funded until 2020 (Head of Transport Policy and Strategy, Jan 2021)
6. Continue to review the contract for the air quality diffusion tubes, currently funded until mid-2020. (Head of Transport Policy and Strategy, Jan 2021)

Nitrogen Dioxide levels in Brighton and Hove (µg/m³ - micrograms per cubic meter): North Street (quarterly lagged by one quarter) [Corporate - city]	No.	36.00	49.50	 RED
				Improving

Position:

The average level of Nitrogen Dioxide (NO₂) measured at North Street as a 12 month rolling mean up to the end of 2018 was 49.5 µg/m³ (micrograms per cubic metre of air). At the time of writing October-December is the latest quarterly data that is verified. To insure quarterly results are consistently ready for CAMS Strategy deadlines, there is a time lag obtaining results from the contractor (TRL). Quarterly data is calibrated and ratified by the contractor before publication.

The target: 36 µg/m³ NO₂ is 90% of 40µg/m³ that is the EU and UK standard and also the World Health Organisation Guideline for protection of human health. Consistent attainment of 36 µg/m³ NO₂ would mean beyond all reasonable doubt EU and UK standard are met. To be able to revoke part of an Air Quality Management Area NO₂ levels must be less than 36 µg/ m³ for a year or more.

For the NO₂ continuous analysers at Lewes Road and North Street NO₂ a concentration of 36 µg/m³ are equivalent to 90% of the standard and in Defra's Technical Guidance is regarded as potential exceedance.

The CAMS strategy performance indicators for air quality are set out below:

<36 µg/ m³ Green is Compliant with the legally binding Air Quality Assessment Level

>36 µg/m³ and < 40 µg/ m³ = Amber

>40 µg/ m³ Red

The latest North Street concentration of 49.5 µg/m³ indicates an improvement compared to three months ago when it was 50.2 µg/m³. Both twelve month periods do not include September 2017 when North Street was closed to traffic (Southern Water Maintenance) and NO₂ levels decreased substantially for a six week period. The best twelve month period for NO₂

at BH10 North Street (since records began) was the one up to the end of September 2016 when the automatic station recorded 46.3 µg/m³.

For the twelve months ending March 2013 baseline levels were significantly higher at 63.6 µg/m³.

Commentary:

Roadside exceedances of NO₂ in our City (up to ten metres back from the carriageway) are due to

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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emissions from road traffic. In particular where we see poor traffic flow and traffic is left standing, idling or needs to relaunch to coast along. Vehicles type is an important variable that contributes to the recorded exceedances (e.g. heavy vehicles or diesels with ineffective exhaust mitigation). The Air Quality Action Plan provides a multidisciplinary approach to making a long term improvements in outdoor air with the Local Transport Plan and new grants to deliver lower emissions. More need to be done to deliver air quality compliance throughout the city.

Automatic monitoring of NO₂ continues adjacent with North Street and Lewes Road Brighton. On North Street diffusion tubes records started in 2007. The automatic analyser was installed in 2012. Between 2007 and 2018 North Street monitoring results indicate NO₂ levels exceeded the EU and UK standard (annual average). The council therefore has statutory duty to declare an Air Quality Management Area (AQMA) for NO₂. North Street was first included in the AQMA in 2008. This declaration must be followed by an Air Quality Action Plan that sets out how that council will work towards compliance with outdoor NO₂ at locations relevant for human exposure typically the facade of permanent residential dwellings. Higher concentrations of NO₂ pavements and at kerbside are relevant for nitrogen dioxide monitoring if pedestrians and shoppers typically spend more than half an hour in the area.

Airborne NO₂ and particulate are the second highest risk to overall health after smoking. As direct and passive smoking decreases airborne pollution becomes a more important variable for overall health and wellbeing. Carcinogenic emissions influence body vulnerability to lung cancer, Chronic Obstructive Pulmonary Disease (COPD), bronchitis, pneumonia and increase the risk of strokes and dementia. Nitrogen dioxide exposure during childhood directly influences lung tissue growth and lifelong lung capacity. Recent research has claimed relationships between airborne pollution; brain development, mental health, impaired learning, behavioural problems and criminality.

The European Commission can fine member states including the UK for non-compliance of air quality legislation most especially the 40 µg/ m³ limit for nitrogen dioxide which became legally binding in 2010. The process for enforcement of this provision and whether the fine will be passed to individual local authorities has not been clarified by central government. The BREXIT decision and the likely 2019 Environment Bill will result in a review of air quality policy. Third parties such as Community Groups or NGO Client Earth can choose to take independent legal action if the limits for the protection of human health are not met.

Modal shift has reduced the number of journeys by private car. Proactive measures are being taken to improve emissions of buses, taxis.

As a result of a successful bid with the Department for Transport, in 2014/15, 50 buses have been retrofitted for lower NO_x exhausts. To extend this work further Department for Transport awarded Brighton and Hove City Council a further 500k in 2015/16. DfT's Clean Bus Transport Fund which targeted reductions in emissions of oxides of nitrogen. This work included retrofit of a further 23 buses for 2016/17 targeting lower emissions of oxides of nitrogen. In addition Brighton and Hove Buses have now purchased 82 brand new buses. Brighton and Hove buses are projected to invest £9 million per year in new vehicles. Big Lemon Bus Company is on schedule to have a full electric bus fleet (12 single decks) by the end of 2019. Brighton and Hove buses are working with partners to progress with low and no emission options that work for a fleet operating 24hours, 7 days a week. These changes to the bus fleet will show a reduction in NO and NO₂ emissions. We are exploring similar funding streams and opportunities to work with partners so all of the local bus fleet surpasses the euro-VI emission standard as soon as possible. July 2018 Big Lemon and Brighton and Hove Buses have submitted bids for the Ultralow Emission Bus Grant to the Office of Low Emission Vehicles. These were successful helping more than one operator achieve a cleaner fleet across Greater Brighton and the wider economic area.

The Bus Low Emission Zone covering North Street and Western Road has been the subject of a committee report presented to Environment Transport and Sustainability in June 2018. Committee agreed to retain the same geographical area but instead of requiring Euro-V standard buses it is now requiring Euro-VI standard no later than October 2023.


Actions:

The City Council is required to provide annual status reports for air quality to Defra. The next report is due by 30th June 2019. The appraisal on the last report received August 2018 was supportive and encouraged the commissioning of Automatic Traffic Counters in the AQMA as evidence to support a further air quality

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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assessment, map concentrations and to determine source apportionment. That is analysis of which sources contribute to pollution in areas that do not comply with national standards. As ambient NO2 exceedance is dominated by local sources the local authority has a key role to play in delivering healthier air. In contrast particulate levels are more influenced by transboundary pollutants and non-traffic sources. During the next election term 2019-2023 a full review of the NO2 Air Quality Management Area and Air Quality Action plan will need to be carried out. In the meantime ongoing actions to work towards cleaner air 2019/20 are as follows:

1. Continue to monitor and manage the NO2 continuous analyser at North Street (Head of Transport Policy & Strategy, Mar 20)
2. Continue to review the contract for the air quality automatic analysers and now fully funded until the end of 2020. (Head of Transport Policy and Strategy Jan 21)

Annual average daily traffic counts on key routes into the city - Inner routes [Corporate - city]	No.	112,000.00	136,693.00	 RED No change
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Now additional count sites

Position:

The data show that the Annual Average Daily Traffic [AADT] flow of vehicles entering and leaving the city centre using key routes has decreased very slightly between calendar year for 2017 and 2018. The inclusion of new count sites can explain the increase between in figures.

The data and KPI are reported against a numeric target which has been set within the council's Performance Management Framework and reflects the objectives within the council's Local Transport Plan. The target recognises that maintaining or reducing traffic flows is considered to be beneficial in terms of reducing the likelihood of congestion; improving air quality; minimising noise impacts; reducing collisions and casualties; and lessening the need to travel for some people; and will correspond with greater use of alternative forms of transport to the car for some journeys.

The data are taken from seven automatic counters located on the council's roads between the outer sites and the city centre. They are collected and analysed annually and became available at the beginning of the next calendar year.

Commentary:

The decrease in flows between 2017 and 2018 actual comes out as a just -0.01% change in traffic indicating there has been no major change to the average daily traffic flow of vehicles entering and leaving the city on the city's inner routes as a result of projects, or roadworks and events (planned or unplanned), given the daily variation that can occur in general traffic flows throughout the year.


The trend is consistent with recent, national traffic flow trends which show a resumption of traffic growth after the economic recession and that van traffic has grown faster than car traffic on all types of road in recent years. This is in part due to the growing trend in on-line shopping which is resulting in an increase in the number of home delivery vehicles.

Future opportunities could include making changes to traffic flows or routeing as a result of 1) increased activity and movement associated with improvements to the transport system (such as traffic management, parking controls and charges, improved bus services, use of technology etc) and 2) the planned growth of the city (including more housing and jobs, greater visitor numbers and construction traffic) in both the designated City Plan Development Areas and Urban Fringe sites.

Actions:

1) Data will continue to be collected, collated and analysed from the existing counters in order to assess annual trends in traffic volumes over time on inner routes. (March 2020, Traffic Monitoring and Research Officer)

2) More in-depth analysis can be undertaken on a route by route basis if required, in order to identify any possible changes in routeing or travel behaviour as a result of any significant intervention or event, or to identify daily or seasonal patterns in traffic volumes on inner routes. (March 2020, Traffic Monitoring and Research Officer)

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
% of bus services running on time [Corporate - city]	%	83.00	85.00	 GREEN No change

Position

The 2018/19 provisional result of 85% (subject to final validation July 19) indicates a similar position to that reported in 2017/18 (85%). The target has been set at 83% which was the comparator average last year. The CIPFA Comparator Group performance for 2016/17 saw only 7 local authorities submitting data which averaged at 83%. BHCC is ranked 3rd out of the 7 comparators who submitted data with a result of 85% for that period.

Commentary:


B&HCC has a compact road network and experiences a high volume of traffic which requires constant maintenance and improvement. Over the past couple of years Brighton & Hove buses who operate 96% of bus services in the city have invested £11m in a significant number of double door buses to reduce dwell times. The bus company have introduced a key card system that has improved the efficiency of the boarding process. The council has implemented improvements to bus stops to facilitate this, in particular on the No.1 route.

The council has now introduced a number of bus lane enforcement cameras on key arterial routes.

The review of the network was completed and identified a number of recommendations for implementation in the coming 18 months

Actions:

1. Implement review recommendations identified in the network review undertaken in 2018/19 over the course of the coming 18 months (Public Transport Manager, Jul 21)
2. In terms co-ordination and managing utilities work on the network, B&HCC is employing its powers provided under the Traffic Management Act to ensure better co-ordination and execution of works carried out by utility companies to mitigate impacts on the network (Interim Traffic Manager, ongoing).

% of people in the city who are employed [Corporate - city]	No.	74.10	71.50	 RED Declining
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Position:

This KPI shows the employment rate for working-age residents of Brighton & Hove. The latest result is for the period from January 2018 – December 2018. The data is sourced from the ONS Annual Population Survey, rather than being a census.

The result of 71.5 shows a decrease of just under two percentage points (1.8 per cent) over the previous year (73.3%) and the amber target of 72.0% for 2018/19 has been marginally missed by half a percentage point – therefore giving a red result.

The latest result sees Brighton & Hove's position remain fall slightly during the previous 12 months, from 12th to 14th out of 16 in relation to our CIPFA nearest neighbours.

The average employment rate for our CIPFA group has remained unchanged since last year at 74.1%.

The Brighton & Hove employment rate has been on an upwards trajectory improving since 2011 as the city recovered well from the recession but has seen a decline in 2015, increased again in 2016 but has lost ground since then.

Brighton & Hove employment rate

(working-age residents):

Jan - Dec 2011: 69.7%

Jan - Dec 2012: 71.4%

Jan - Dec 2013: 72.0%

Jan - Dec 2014: 73.7%

Jan - Dec 2015: 71.7%

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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Jan - Dec 2016: 74.7%
 Jan – Dec 2017: 73.3%
 Jan – Dec 2018: 71.5%

Commentary:

The previous year saw a fall in the number of businesses by around 2,000 (January 2016 – December 2016) and this will have inevitably impacted on the number of jobs lost in the city. This is despite the situation improving in recent years with an increase in the number of businesses in the city by approximately 500 during January 2017 – December 2017 and clearly the impact of the loss of businesses in Brighton & Hove during 2016 is still having a negative impact on employment rates.

The Council in collaboration with the Economic Partnership has prepared a new Economic Strategy for the City. It was adopted by Full Council in December 2018 and the Action Plan is in its early stages of being taken forward. The strategy sets out a clear vision for Brighton & Hove in the context of its place within the Greater Brighton City Region. The Strategy sets out priorities for actions and interventions that will unlock growth and secure investment in the city’s economy; it includes measures to support business creation, business growth and jobs along with actions to mitigate any potential negative impacts of Brexit by helping business to embrace opportunities that may be created through international trade and export.

Actions:


The delivery of the Action Plan in the Brighton & Hove Economic Strategy by 2023, including delivery of six Priority Actions:

- Priority Action 1: Establish an innovation Programme and Civic Innovation Demonstrator
- Priority Action 2: Unlock stalled development sites through investment partnerships with Government and regional partners
- Priority Action 3: City Region Trade and Invest Team
- Priority Action 4: City Skills for Productivity Commission
- Priority Action 5: Developing long-term community capacity and citizen leadership
- Priority Action 6: Promote the development of a circular and sustainable economy.

Over the life of the Action Plan there will be a monitoring process which will track delivery of the actions through data gathering and benchmarking, which will include key performance measures such as GVA, business start-up and the employment rates etc. (Lead officer: Economic Development Programme Manager)

The delivery of the City Employment & Skills Plan which has the following targets to deliver by 2020:

- An increase in apprenticeships by at least 1,000 new starts in 1,000 days
- To support 2,000 long-term unemployed residents move into sustainable employment
- To secure 3,000 opportunities to help residents develop their skills, experience and career through the Employer Pledge. (Lead officer: Acting Head of Skills & Employment)

% Growth in the number of jobs [Corporate - city]	No.	1.15	-0.10	 RED
				Declining

Position:

This KPI shows the percentage jobs growth rate for Brighton & Hove. The data is sourced from the ONS Business Register and Employment Survey, with this latest result being for 2017. There is therefore a lag compared with the majority of other KPIs which have data covering the 2018/19 time period.

The number of employee jobs in Brighton & Hove fell albeit marginally from 136,788 in 2016 to 136,524 in 2017 giving a KPI result of -0.10% (a fall of 264 jobs). This fell marginally short of the amber target (0%) set for the year’s jobs growth rate, therefore giving a red result.

Brighton & Hove saw a fall from 8th to 12th out of 16 CIPFA nearest neighbours in terms of % change in growth rate compared with the previous year.

The average jobs growth rate among our CIPFA nearest neighbours in 2017 stood at 1.84%. Brighton & Hove ranked 7th in 2017 in terms of the number of jobs, which is unchanged since 2016.

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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The Brighton & Hove jobs growth rate has fluctuated over recent years with a significant rise by around three percentage points from 1.11% in 2014 to 4.1% in 2015, followed by a downturn to 1.89% in 2016 and again in 2017 by -0.10%.

Brighton & Hove jobs growth rate:

- 2010: -0.26%
- 2011: 3.34%
- 2012: 2.15%
- 2013: 2.51%
- 2014: 1.11%
- 2015: 4.1%
- 2016: 1.89%
- 2017: -0.10%

Commentary:

The limited supply of commercial space is a major factor impacting on Brighton & Hove's growth potential. Demand for space is high and the city has some of the highest commercial values in the South East. Brighton & Hove saw a fall in the number of businesses by around 2,000 in 2016/17 and this will have inevitably impacted on the number of jobs lost in the city. This situation is improving with an increase in the number of businesses in the city by approximately 500 in 2017/18 and again during the past 12 months with an increase of 285 and has had a positive impact on Brighton & Hove's employment rate. The Council and Brighton & Hove Economic Partnership have prepared a new Economic Strategy for the City and an Inward Investment & Trade Strategy for Greater Brighton City Region. These strategies set out a clear vision for the City and City Region with a set of priorities for actions and interventions that will unlock growth and secure investment in the city's economy; include measures to support business creation, business growth and jobs etc. The Economic Strategy was adopted by Full Council in December 2018 and the Action Plan is in the early stages of being taken forward.

Actions:


The delivery of the Action Plan in the Brighton & Hove Economic Strategy by 2023, including delivery of six Priority Actions:

- Priority Action 1: Establish an innovation Programme and Civic Innovation Demonstrator
- Priority Action 2: Unlock stalled development sites through investment partnerships with Government and regional partners
- Priority Action 3: City Region Trade and Invest Team
- Priority Action 4: City Skills for Productivity Commission
- Priority Action 5: Developing long-term community capacity and citizen leadership
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Over the life of the Action Plan there will be a monitoring process which will track delivery of the actions through data gathering and benchmarking, which will include key performance measures such as GVA, business start-up and the employment rates etc. (Lead officer: Economic Development Programme Manager)

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% growth in private sector jobs [Corporate - city]	No.	1.48	0.76	 AMBER Declining
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Position:

This KPI shows the percentage growth rate for private sector jobs in Brighton & Hove. The data is sourced

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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from the ONS Business Register and Employment Survey, with this latest result being for 2017. There is therefore a lag compared with the majority of other KPIs which have data covering the 2018/19 time period. The number of private sector jobs in Brighton & Hove grew from 113,614 in 2016 to 114,658 in 2017 giving a KPI result of 0.76% growth. This fell short of the green target of 1.48% for the year's jobs growth rate but exceeded the amber target of 0% growth, thereby giving an 'Amber' result.

In 2017 the City had the 10th fastest private sector jobs growth rate out of 16 CIPFA statistical neighbours, a fall from 4th place in 2016.

The Brighton & Hove jobs growth rate has been positive post-recession, peaking at 5.66% in 2011. Since 2011 the private sector jobs growth has remained fairly steady at 2-3% per annum, with the exception of a rise to 4.51% in 2015 but again dropping back slightly to 3.18% in 2016 and a further decline to 0.76% in 2017.

Brighton & Hove did not perform as well as the average for its neighbouring areas with a growth rate of 0.76% compared with a CIPFA average of 1.23% for 2017.

Brighton & Hove ranked 7th in 2017 in terms of the number of private sector jobs, which is unchanged since 2016.

Brighton & Hove private sector jobs growth rate:

2010: 0%

2011: 5.66%

2012: 2.07%

2013: 2.31%

2014: 2.43%

2015: 4.51%

2016: 3.18%

2017: 0.76%

Commentary:

The growth in private sector jobs is higher than the growth in total jobs (0.76% compared with -0.10%).

Brighton & Hove has been named as the number one city for homeworkers in the UK demonstrating the entrepreneurial spirit of the city's residents and the challenge for the future is to support businesses as they grow through some of the measures outlined within the recently adopted Economic Strategy.

The Council and Brighton & Hove Economic Partnership have prepared a new Economic Strategy for the City and an Inward Investment & Trade Strategy for Greater Brighton City Region. These strategies set out a clear vision for the City and City Region with a set of priorities for actions and interventions that will unlock growth and secure investment in the city's economy; include measures to support business creation, business growth and jobs etc. The Economic Strategy was adopted by Full Council in December 2018 and its Action Plan is in the early stages of being taken forward.

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INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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- To support 2,000 long-term unemployed residents move into sustainable employment
- To secure 3,000 opportunities to help residents develop their skills, experience and career through the Employer Pledge. (Lead officer: Acting Head of Skills & Employment)

Number of businesses signed up to the Brighton & Hove Living Wage Campaign [Corporate - city]	No.	469.00	497.00	 Improving
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Position:

The KPI represents the actual number of Brighton & Hove businesses that have signed up to the city's Living Wage Campaign, committing the organisation to pay all staff members the living wage.

There have been 108 new sign-ups over the last 12 months (1 April 2018 to 31 March 2019), taking the total to 497 which exceeded the target for 2018/19 of 469.

This figure was accurate at the end of March 2019 and is not lagged, being updated in real time on the Living Wage Brighton website. Approximately 3,280 employee wages have been increased as a result of the campaign. Digital, third sector and retail are the three most represented sectors in the campaign at present.

On a national level, over 5,000 businesses are accredited living wage employers; this indicates the city's relative performance in signing up 497 businesses is very good. However, comparison with national performance is difficult, as the Living Wage Foundation currently charges businesses to become accredited. There is no charge for businesses to join the Brighton & Hove Living Wage.

Commentary:

108 new sign-ups have been achieved over the period, taking the total to 497.

Signing up businesses from the care, retail and hospitality sectors is more challenging, as salaries for these sectors will often fall below the living wage. It is therefore positive to note that 15 of the 497 businesses signed up to the campaign are in the care sector, 44 are in the retail sector and 17 in the hospitality and catering industry.


The number of businesses signed up represents approximately 3.6% of the total business population in Brighton & Hove (13,950), showing that there is still a great deal of work to do. During the last 12 months, there has been a lot of work to further promote the campaign and encourage take-up among businesses in the city. This concerted effort is planned to continue as it is plausible that there are many businesses that do pay all staff the living wage but are not signed up to the Living Wage. In May this year we celebrate the milestone of achieving 500 sign-ups.

Actions:

The council's Economic Development Team has contracted with the Brighton & Hove Chamber of Commerce to carry out the following actions in relation to the Living Wage Campaign throughout 2019/20. Alongside signing up new employers and promoting the campaign, the Brighton & Hove Chamber of Commerce is committed to:

- Regular social media advertising to reach more businesses
- Organize a 500 sign-ups celebratory event
- Produce a new campaign video
- Host an event to mark Living Wage Week.

The 2019/20 target is 100 new businesses signed up to the campaign by 31st March 2020, taking the total to 597.

In-year supply of ready to develop housing sites as per 2015-2030 trajectory [Corporate - council]	%	100.00	90.00	 Declining
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Position:

The 2018 Strategic Housing Land Availability Assessment (SHLAA) Update was used to update the city's five year housing land supply position which identifies a 5.1 Years Supply (when 5% buffer applied) or a 4.5

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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Years Supply (when 20% buffer applied).

Commentary:

The figures presented in the 2018 SHLAA reflect the results of the Government's 2018 Housing Delivery Test which was published in February 2019. The Housing Delivery Test shows that housing delivery in Brighton & Hove over the past three years (2015-2018) has totalled only 77% of the City Plan annualised housing target. Since housing delivery has been below 85%, the NPPF requires that a 20% buffer is applied to the five year housing supply figures. This results in a five year housing shortfall of 576 net dwellings (4.5 years supply). The NPPF also requires us to prepare an Action Plan which assesses the causes of under-delivery and identifies actions to increase delivery in future years. Further work needs to be done to unlock sites and bring them forward. Planning Modernisation Projects will assist with this. Target is met when assuming a 5% buffer, whereas applying a 20% buffer increase the requirement.

Actions:

1. Implement Planning Modernisation Projects - 5 of 7 modernisation projects will contribute to providing a modern and positive planning service (Head of Planning - from March 20).
2. Work in partnership with colleagues in City Regeneration and Housing Strategy to unlock sites - support funding bids, support project management (Head of Planning - on going)
3. Prepare and adopt City Plan Part 2 - provide a positive and streamlined planning policy framework that will support development. Meet milestones set out in the Local Development Scheme 2017 - 2020 (Head of Planning)
4. Prepare Housing Delivery Action Plan

% of residents that have attended any creative, artistic, theatrical or musical events in the past 12 months (City Tracker) [Corporate - city]	%	61.40	67.60	 Improving
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Position:

More than two-thirds of residents (68%) have attended at least one creative, artistic, theatrical or musical event within or outside the city in the past 12 months. The 2018 figure is slightly above previous years; 2017 (61%), 2016 (60%), 2015 (61%) and 2014 (61%).

There is no national comparator data.

1,003 residents were interviewed via telephone survey between 17th September and 9th November 2018. Flexible quotas were set to ensure the sample closely matched the actual population profile by gender, age, ethnicity and postcode.

Sub-groups (e.g. men vs. women) are tested for statistical significance and included in commentary only where there is a statistically significant difference to comment on. All data is weighted to match the local population by age, gender and postcode sector.

Looking at responses by demographic group;

- Residents who rent from a social landlord, either from a housing association (27%) or the council (33%) are least likely to have attended a creative, artistic, theatrical or musical event within the past 12 months compared to 72% of home owners and 71% who rent privately.

- LGB residents (83%) are most likely to have attended a creative, artistic, theatrical or musical event within the past 12 months compared to only 66% of heterosexual residents

- Only just over a third of residents aged 75 or older (39%) have attended such an event compared to 69% of those aged 18 to 64.

- Less than a half of residents with a health problem or disability that affects their activity a lot (44%) have attended such an event compared to 57% with a health problem or disability that affects their activity a little and 71% of residents with no health problem or disability.

- Carers (59%) are less likely to have attended such an event compared to 69% of residents with no carer responsibilities.

- Residents who think that they will not have enough money to meet basic living cost (56%) are less likely to

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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have attended such an event than residents with enough money (74%).

Commentary:

Brighton & Hove's population has a high propensity to engage with the arts and this is reflected in the result, which has increased slightly since 2016. As expected, people who are less advantaged are less likely to attend cultural events, being excluded by factors such as cost, affordable transport, affordable childcare and attitudinal barriers (it's not for the likes of me). Residents in the age groups with small children, or living on retirement income are likewise less likely to attend.

Action:

During 2019, in keeping with the new Cultural Framework for the city, we will develop ways to understand the barriers to engagement in the city, and to target interventions in areas high in deprivation, to raise participation in those postcodes. Through our work with public health colleagues, we will seek to support older people living in isolation, to address lower participation amongst this age group and improve wellbeing. (Executive Director EEC)

Number of visitors to Brighton and Hove [Corporate - city]	No.	11,250,000.00	10,891,000.00	 Declining
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Position:

- Total number of Visitors to Brighton & Hove for 2017 was 10,891,000 therefore this is a decrease of 3% on visitor numbers from 2016.
- The total estimated expenditure in 2017, derived from Tourism related expenditure was £837m which was an increase of 2% on 2016.
- Brighton and Hove significantly out-performed the South East region which saw the total number of trips decrease by 5% whilst spend decreased by 13%.
- Undertaken by Tourism South East the overall aim of the research is to provide indicative estimates for the volume, value and resultant economic impact of tourism on the destination. The research involves the application of the Cambridge Tourism Economic Impact Model or 'Cambridge Model'; a computer-based model developed which collates statistical data from 2017 and estimates of the overall volume of visitors coming into an area in one particular year, expenditure in the local economy and the number of jobs that are dependent upon tourism.

Commentary:

- Across the UK, after a number of years of growth in domestic and international visitors, 2017 is showing a reversal of that trend particularly for domestic visitors in both trips and expenditure. However, in nearly all cases international visitor trips continue to grow to record levels.
- From what we know about other regions in England, the South East has performed least well, although the region still generates, by far, the largest value from the visitor economy outside London. Brighton & Hove, whilst experiencing decreases in many areas, has significantly out-performed the rest of the South East. In particular, day visits to seaside/coastal locations fell significantly across England (20%) which again may have unduly impacted the South East.
- The figures are perhaps an indicator of a tightening economy following the EU referendum and slowing of UK growth.
- The total value of visitor night expenditure was estimated at £516m.
- The total expenditure estimated for day trip expenditure was £322m.

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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• In 2017 it is estimated that Tourism Supported: 15,511 FTE jobs and 21,138 Actual jobs which equates to around 15.4% of all employee jobs in Brighton & Hove


Actions:

• Implementation, delivery and monitoring of the Visitor Economy Strategy 2018 to 2023.

Monitoring: (Head of Tourism and Venues, ongoing)

• Formulate, implement and monitor Destination Management Plan to deliver objectives specified in Visitor Economy Strategy (Head of Tourism and Venues, ongoing)

2018-19 Families Children & Learning - City (Corporate)

Number of first time entrants to the youth justice system [Corporate - city]	No.	30.00	31.00	 AMBER Declining
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Position:

There were 31 First Time Entrants (FTE) to the Youth Justice System during the year ending 31st March 2019. Previously first time entrants were reported as a cumulative financial year annual result each quarter. However this has been changed to a rolling year average to smooth out fluctuations seen throughout the year, with the relatively low numbers reported for this performance indicator.

Annual trend as follows:

Oct 17 to Sep 18 – 23

Oct 16 to Sep 17 – 26

Oct 15 to Sep 16 – 41

Oct 14 to Sep 15 – 56

Oct 13 to Sep 14 - 63

Stand-alone quarter trend

Jan to Mar 19 - 6

Oct to Dec 18 - 11

Jul to Sep 18 - 5

Apr to Jun 18 – 9

Jan to Mar 18 – 4

Due to the small numbers involved, a breakdown by demographics cannot be provided as this is a Corporate KPI and the information will be made publicly available. The breakdown by disposal and main offence will not be added to this report.

The target of 30 is based on professional judgement as performance far exceeds that for national and statistical neighbour performance, and is in line with average of the previous two years performance.

Brighton and Hove are among one of the highest performing YOTs nationally in terms of low FTE rate; it is ranked 4th lowest out of 137 YOTs in England for the year ending 30th September 2018.

Brighton and Hove's FTE rate for the year ending 30th September 2018 is 102 per 100,000, below the national rate of 248 per 100,000, the regional rate of 182 per 100,000 and the YOT Family average of 254. The rate has fallen from 120 for the year ending 30th September 2017 and from 189 for the year ending 30th September 2016.

Commentary:

All of the first time entrants are for relatively serious offences and we would expect such offending to result in entry to the criminal justice system for a statutory intervention. A protocol has been written to clarify legal and procedural issues around offences such as motoring and knife crime, and to promote better consistency in terms of referrals and outcomes across the city.

Sussex Police and Brighton & Hove YOS continue to scrutinise all youth cases that could be charged or


INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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given an out of court disposal.

YOS and Police continue with good information sharing. There has been close liaison with the Police in respect of no comment/ not guilty cases, although this has been more difficult in the case of covert (drug related) operations due to ongoing investigations. There is ongoing monitoring of diversion and court outcomes between the YOS and Police.

Actions

1. Maintain data flow between YOS and Police. (Information Officer, on-going).
2. Continue work with defence solicitors to enable them to understand the impact of no comment interviews. (Offending Adolescent Pod Manager, ongoing)

% of people with a learning disability in settled accommodation (Corporate - City)	%	76.20	75.40	 Declining
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Position:

As at 31st March 2019, 75.4% of people with learning disabilities known to the local authority were living in settled accommodation. This is 543 out of 707 clients.

The quarter-on-quarter trend is:

- Mar 18 – 75.4%
- Dec 18 – 76.4%
- Sep 18 – 78.4%
- Jun 18 - 77.7%
- Mar 18 – 78.8%
- Dec 17 – 80.2%

The target of 76.2% is based on the 2016/17 England average. The outturn figure for 2017/18 is 77.7%, which ranks Brighton and Hove 82nd out of 152 Local Authorities. This is down from 79.8% for 2016/17 and slightly above the England average for 2017/18 is 77.2%.

The above information relates to 18-64 year olds. The accommodation types (and the current totals) are broken down as follows: (Updated for Quarter 4 2018/19)

- Owner Occupier / Shared ownership scheme (where tenant purchases percentage of home value from landlord) (14 clients)
- Tenant Local Authority / Arm's Length Management Organisation / Registered Social Landlord / Housing Association (100 Clients)
- Tenant Private Landlord (39 clients)
- Settled mainstream housing with family/friends (including flat-sharing) (152 Clients)
- Supported accommodation / Supported lodgings / Supported group home (accommodation supported by staff or resident caretaker) (188 Clients)
- Shared Lives schemes (40 Clients)
- Resident of Care Home (119 Clients)
- Sheltered Housing / Extra care sheltered housing / other sheltered housing (10 Clients)
- Staying with Family and Friends Temporary (3 Clients)
- Night Shelter/Hostel Temporary (1 Client)
- Temp Local Auth. e.g. Bed + Breakfast (1 Client)
- Tenure Unknown (40 Clients)


Commentary: Q3 18/19

The data represents a further small drop in settled accommodation since the last quarter. This again is likely to relate to data cleansing issues, where data is omitted on CareFirst. Performance against target is still good, and the strategic direction of the team remains to support people to attain settled accommodation where ever possible. The way in which the team have achieved this is through a continued focus on the Learning Disability Strategy of developing individual independence. This affords more opportunities to utilise commissioned accommodation which has had an emphasis on 'stepping down' into

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
Supported Living with the support of the Move On Project. Supporting people in their family home through short breaks also helps to maintain the caring role families provide and avoid unnecessary residential placements. Most young people in transition go into Supported Living which provides a safe and structured environment for individual growth and maximising their income and opportunities to active participants in the community in a move away from more traditional models of care. There is less residential care in the City for people with learning disabilities, and the commissioning focus is on developing tenancy-based services. In the last quarter, two people has been referred to the Special Interest Queue for Band A property opportunities. Having analysed recent data in the last quarter, 8 people have moved into residential care, in the context of 17 tenancy-based moves. This indicates that the Service continues to maintain, and support moves to settled accommodation for most people with learning disabilities. It should be noted that people with learning disabilities are often affected by age related conditions earlier in life than the general population and therefore, with an increasing ageing population we would expect residential and nursing placements to increase. Data cleansing is still an issue, and further support to the team is needed regarding recording accommodation type. Additional support and training to practitioners to ensure they record changes in accommodation accurately on Care First, was planned for July but has been delayed through resource issues, but this will now be delivered in November.				

Actions:

1. Additional support and training to be rolled out to practitioners to ensure they record changes in accommodation accurately on Care First. (Oct 19 – Social Work Manager)

% of people with a learning disability in employment [Corporate - city]	%	9.80	8.30	 Declining
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Position:

The percentage of people with a learning disability (LD) in Brighton and Hove who are in receipt of Adult Social Care and are currently in paid employment is 8.3% at 31st March 2019.

The quarter-on-quarter trend is:

- Q4 2018/19 – 8.3% (59 clients out of a total of 707)
- Q3 2018/19 – 9.1% (64 clients out of a total of 703)
- Q2 2018/19 – 9.39% (66 clients out of a total of 703)
- Q1 2018/19 - 9.69% (69 clients out of a total of 712)
- Q4 2017/18 – 9.82% (71 clients out of a total of 723)

Nationally the proportion of adults with a learning disability in paid employment rose from 5.7% in 2016/17 to 6% in 2017/18. The 2017/18 figure for Brighton and Hove was 9.8%, down from 11% in 2016/17 but still above the South East average of 6.5%. Brighton and Hove’s 2017/18 figure is ranked in the top quartile of LAs.

The target of 9.8% is based on maintaining 2017/18 performance.

For this performance indicator only people with learning disabilities who are of working age and who have eligible social care needs and are in receipt of social services are counted. These are the people furthest from the labour market (i.e. people with the highest social care needs). The number of people in this entire cohort has fallen from 723 at 31st March 2018 to 707 at 31st March 2019. Of that number, 59 (8.3%) were in paid employment. Based on the most recent data available this still would place Brighton & Hove in the second quartile nationally for this indicator.

Commentary:

Supporting people to explore their vocational options is a multi-disciplinary activity involving services across the council.

The council’s supported employment team is one of the nine national sites where the DWP is testing the concept that the DWP and local authorities can work in partnership to deliver local Supported Employment. This Proof of Concept initiative provided additional funding from November 2017 until May 2019. The

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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addition of this DWP funding enables the Supported Employment team, working in partnership with Southdown Employment Services, to deliver an enhanced service to people with significant mental health challenges, autism or learning disabilities.

A number of SEND initiatives have been taken forward which will include services provided to adults with LD:

At budget council meeting for 2018/19 it was agreed that additional funding of £90,000 should be allocated to support SEND young people, under 24 into sustainable employment:

- The additional funding for Supported Employment enabled the council to hire two additional employment officers and this resource will be dedicated entirely to providing supported employment to young people with SEND. It is intended to eliminate the waiting list for those young people enabling them to move directly from their vocational education and training into supported employment without the loss of impetus and the reduction of motivation and skills that happens when they spend up to a year on a waiting list. To date the waiting time for SEND young people has been reduced to about 3 months.
- An SEND Young People Employability Network has been established and has been running for over six months now. It is well attended by organisations from the Voluntary Sector, Local Authority and DWP. This steering group links with the Adult Learning and Skills Partnership which ties into the City Employment and Skills Plan focusing on No-one Left Behind as one of its key objectives, working with those furthest from the labour market, including disabled adults.
- It is also planned to use funding to focus on increased employer engagement with the goal of raising awareness and supporting employers to offer more opportunities to people with SEND. For example, the Supported Employment Team now attend Chamber of Commerce events, and are in partnership with the council procurement team to engage with more local businesses.

The Learning Disability Partnership Board commissioned a consultation early in 2018 regarding employment experiences and needs of people with learning disabilities. The Learning Disability Partnership Board met on 30th April 2018 discussing a report on Employment and Volunteering within the Learning Disability Community, which was prepared by the Carers Centre and PaCC/Amaze. A number of actions have been taken forward by the Supported Employment team in response to those reports. The Preparation for Adulthood employment Grant funded several training courses for job coaches across the city, including a 5 day Supported Employment Training run by the British Association of Supported Employment, some Employer Engagement training and a course by ACAS on Employment Law. This training was attended by staff from several of the SEND employability network members.

The rest of the Preparation for Adulthood employment funding was allocated to

- The Met College – to set up a Supported Internship Project
- Amaze – to extend their internship offer and produce a resource for young people on supported employment
- Team Domenica – to commission some TSI training (Systematic Instruction)
- Amaze/Team Domenica (with support from SET) – to produce a bite sized learning for employers re employing young people with SEND

The ESF funded Think Futures Project which commenced on July 1st 2018, in partnership with West Sussex and Surrey, provides additional support for young people who are 19 plus, who are NEET, including SEND young people, with outcomes being sustainable employment. This continues to be delivered between the Youth Employability Service and Supported Employment Team.

DWP Proof of concept action deadline extended to March 19 from Jan 19 as work will continue further in this area until then. 36 benefit claimants enrolled on the Proof of Concept and most continue to be supported, and this will continue after the project ceases in May 2019.

Supported Employment Team was audited on schedule by the British Association of Supported Employment (BASE) to determine quality of Supported Employment Service and ensure fidelity to the Supported Employment Model. The team achieved a 'good' rating of 76%. A development plan will be produced to look at business improvement around recording and reporting on data. The service received excellent results on fidelity to the Supported Employment Model.

The Supported Employment Team now work much closer with the Youth Employability Service to deliver the


INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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council's objective to target young people with SEND, in order to increase the percentage who are able to access sustainable employment as recommended by Policy, Resources and Growth Committee Paper - General Fund Revenue Budget, Council Tax and Capital Investment Programme 2018/19. The percentage of young people accessing sustainable employment should continue to increase
Think Futures has been running for 6 months and are meeting their targets.

Actions:

1. The Supported Employment Team to use the income from the DWP Proof of Concept project to enhance the service and meet the project target of providing Supported Employment to 60 local benefit claimants who have learning disabilities or autism (Note: claimant enrolment on the project ends 31 January 2019 although the support given to claimants will continue until May 2019). (Supported Employment Manager, May 2019)
2. Encourage sustainable employment by continuing to provide additional support for young people who are 19 plus, who are NEET, including SEND young people as part of the ESIF funded Think Futures Project in partnership with West Sussex (Supported Employment Manager and Youth Employability Service Manager, December 2020)
3. Develop and implement BASE audit recommendations for recording and reporting data on client-based demographics and numbers (Supported Employment Manager July 2019)

2018-19 Health & Adult Social Care - City (Corporate)

Under 18 conception rate per 1,000 women aged 15-17 [Corporate - city]	No.	17.90	19.30	 Declining
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Position:

This Performance Indicator (PI) measures the number of under 18 conceptions per 1,000 women aged 15-17 expressed as an average rate over the latest 12 months. This data is lagged and the latest data available relates to the twelve months ending December 2017.

The latest rate is 19.3 calculated as a 12 month rolling average and shows a 7.2% increase compared with the same period the previous year. It should be noted that three quarters in the last four are marked as having 'low reliability' due to the small number of conceptions. The latest rate of 19.3 is above the target for 2018/19 which is 17.9 conceptions per 1,000 women aged 15-17.


Commentary:

The 7.2% increase locally is in contrast to a 7.3% reduction in the South East, and a 5.3% reduction in England. There has been a 60% reduction locally in the under 18 conception rate since 1998, similar to the reduction seen in the South East and in England over the same time period (63% and 62% respectively). There were 77 conceptions to under 18s in Brighton and Hove in the past 12 months (Q1 2017 – Q4 2017), compared with 71 in the previous 12 months, an increase of 8.5%.

So whilst the numbers are small, evidence confirms that strong Personal, Social, Health and Economic education, targeted support and access to confidential and free contraception are the key success criteria's. There will be a short mapping exercise completed of local actions against evidence based approaches.

Actions:

1. The complete data dashboard has been completed and now being tested with Q4, 2018/19 data. (Public Health Children, Young People commissioner to update quarterly).
2. A mapping exercise to be completed of local actions against evidence based approaches. ((Public Health Children, Young People commissioner to complete by September 2019)

Number of alcohol-related hospital admissions per 100,000 population [Corporate - city]	No.	598.00	540.90	 Improving
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Position:

Annual estimates for 18/19 indicate Brighton & Hove had a rate of 540.9 hospital admission episodes

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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(provisional estimate extrapolated from April to Dec 2018/19) for alcohol-related conditions (narrow definition) per 100,000 persons

Jan to Mar 18 there were 108 hospital admission episodes

Apr to Jun 18 there were 124 hospital admission episodes

Jul to Sep 18 there were 119 hospital admission episodes

Oct to Dec 18 there were 119 hospital admission episodes

There was an equivalent rate of 170.5 hospital admission episodes in Q3 18/19 in England.

Brighton & Hove has again performed better than England for this period.

Brighton & Hove has met the target which was set 598.

These figures are currently unpublished and have been estimated by the Public Health team using both HES data and ONS 2017 mid-year population estimates. They have been calculated using the Public Health England definition for this indicator.

The recent trend (published by Public Health England on Fingertips) since 2014/15 has been for Brighton & Hove to have a lower rate than England for hospital admissions for alcohol-related conditions. The 2017/18 annual rates have now been published and were 551 admissions per 100,000 (our estimate at this point last year was 535) for Brighton & Hove and 632 admissions per 100,000 for England. As predicted, Brighton & Hove performed significantly better than England. This would continue the downward trend for Brighton & Hove.

Brighton & Hove alcohol admission rates have traditionally been higher than other local authorities in the South East region but low compared to its CIPFA comparators. Brighton & Hove moved from the fourth to the second lowest admission rate at 551 in 2017/18, compared to its CIPFA comparators who had rates ranging from 499 to 1,002.

Commentary:

A number of different factors and organisations contribute to the reduction in alcohol related hospital admission rates. Providers of substance misuse treatment services have a role in this, as do Police (with regard to managing the night time economy), Higher Education organisations, local entertainment establishments, retail operators and other health and social care support organisations.

The work of the Alcohol Programme Board, and the associated domain groups, take forward the work streams that address alcohol related harm, including hospital admissions. The reduction in hospital related admissions should reflect the work that has been taken forward in the last three years. This has included a focus on supporting 'frequent returners' to hospital with an alcohol related issues, to address the underlying causes of their alcohol consumption. There has been work with off licences to reduce the amount of high strength beers and ciders available, which has meant that fewer of the 'street drinking' population are consuming high amounts of alcohol, which could result in a hospital admission.


In 2018/19 there has been an upturn in the alcohol related performance in treatment services. A greater number of individuals are now successfully completing treatment for alcohol and not re-presenting within 6 months

The Safe Space project continues to operate on Friday and Saturday nights until the early hours in the City centre. Service monitoring data suggest the service does have some impact in reducing alcohol-related A&E admissions

Actions:

1. To look at broader issues around alcohol, the Local Authority and partners are currently developing a new alcohol action plan based on the results of the Alcohol 'CLear', a self-assessment tool supported by Public Health England. This will help the partnership to identify areas to focus on for future development. (Alcohol Programme Board members led by Commissioner, ongoing)

2. Collaborative development work is underway between the mental health services, substance misuse services and the local hospital trust. The aim is to improve communication between the various teams, and ensure that the needs of individuals presenting at the hospital are appropriately met by support agencies. (CCG commissioners and PH commissioners, ongoing)

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
Rate of deaths from drug use per 100,000 population [Corporate - city]	No.	6.15	8.60	 AMBER Declining

Position:

ONS produce annual calendar year data which in 2017 reported a total of 42 drug poisonings and 37 deaths related to drug misuse. This compares with data for 2016 of 27 drug poisonings and 20 drug related deaths. This shows that both drug poisonings and drug related deaths increased this year. Nationally comparable data for the 2015-17, period identified 74 deaths related to drug misuse with a mortality rate of 8.6 per 100,000. (Lower Confidence interval 6.7 – Upper Confidence Interval 10.8). This places Brighton and Hove in 21st place of 240 local authorities where a rate per 100,000 was calculated. For the previous 2013-15 measurement period the City was in 53rd place, with a rate of 6.5. This increase in the number and rate of drug related deaths is a negative change when compared with previous years.


Commentary:

ONS uses the date when the drug death was registered i.e. the year of the inquest, not the year the deceased died. The Public Health Intelligence team are able to access ONS mortality data for individual cases, this data set includes both the year when the death was registered and also the year of death. This is the same data set as used to compile the ONS report. When the year of death is reviewed this shows that in 2017 there were 22 deaths and in 2016, 42, a total of 64 deaths across the two year period. This is comparable with the total number of deaths (drug poisonings) during 2016 (27) and 2017 (42) based on year of registration 2016, 69. It is therefore probable that the apparent increase in deaths during 2017 is due to delays in registration related to the date of inquest. We will continue to monitor this indicator to assess whether this is the underlying factor affecting deaths.

High numbers of drug deaths have historically related to heroin use and initiatives in the city to reduce the number of heroin deaths continue. These include local delivery of a programme of naloxone mini-jet provision for clients and their families. This year has seen the formal roll out of a programme of training and mini-jet provision to hostel staff, which will aid access to mini-jets for this vulnerable population. The number of opiate users accessing treatment and continued high levels of retention in treatment, along with the successful completion of treatment, also have a role in driving an improving picture locally. The on-going challenge of identifying and addressing the mental health needs of those who subsequently die through drug use continues. The number of suicide deaths which contribute to this data set continues to affect the overall number of those dying locally who are recorded as having a drug related death.

Actions:

1. Continue to ensure that all clients in treatment with a known history of using Heroin/other Opiates are offered first aid training and a naloxone mini-jet. (Substance Misuse Commissioner, quarterly)
2. Continue to work with partners such as hostels and A&E to support their use and distribution of naloxone with clients who are known heroin users/present with an overdose. (Substance Misuse Commissioner, on-going)
3. Work with mental health services to share learning of the risks of suicide with staff and clients in substance misuse services. (Substance Misuse Commissioner, on-going)
4. Continue to review and feedback the detailed findings of the DRD audits and incorporate recommendations into the Harm Reduction Action Plan. (Substance Misuse Commissioner, ongoing)
5. Pro-actively generate learning from those who die in treatment by compiling a list of clients who have died in treatment or have been identified by Sussex Police as a suspicious/drug related death via the Drug Death Risk meetings. Reviewing cases and share the learning across treatment services, rough sleepers team, Sussex police, Adult Social Care and Public Health. (Substance Misuse Commissioner, on-going)

% of people aged 18+ who smoke [Corporate - city]	%	17.20	18.00	 AMBER Improving
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Position:

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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Smoking prevalence of adults in Brighton and Hove was recorded in 2017 at a rate of 18% for adult prevalence (APS); there are around 42,630 current smokers in Brighton & Hove. This is a 6.7 percentage point reduction since 2012 (24.7%), but remains higher than the average for England (14.9%) and the South East (13.7%).

Smoking prevalence in routine and manual workers is higher (30.3%) than England (25.7%) and South East (26.1%) averages.

In 2017/18, 5.5% of women smoked at time of delivery. This is significantly below the England (10.8%) and South East (9.9%) average.

Compared to our nearest CIPFA statistical neighbours Brighton & Hove (18.0%) has the fourth highest smoking prevalence after Southend-on-Sea (18%), Plymouth (18.4%) and Nottingham (19.4%).

Most wards across Brighton and Hove have smoking rates similar to or higher than the England average with the exception of Withdean and Hove Park which are lower. Wards such as Moulsecoomb and Bevendean, East Brighton and Queens Park have the highest smoking prevalence.

Smoking is more prevalent in areas of the city with higher levels of deprivation. General Practitioner (GP) cluster statistics for smoking prevalence show that both the upper centre and east of the city are most impacted, with smoking prevalence averaging 24-32.6%.

The overall quit rate among smokers accessing GP services in Brighton & Hove in 2017/18 was 37%, below the South East (49%) and England (49%).

Commentary:

Tobacco remains one of the most significant public health challenges in England today killing 200 smokers a day. In Brighton and Hove at least one person dies every day from a smoking attributable disease.

Nationally and locally smoking prevalence is declining; however, there remains significant health inequalities related to smoking. Local services target particularly high prevalence groups which may require multiple quit attempts, longer structured quit programmes and potentially have higher nicotine dependency / exposure. These include, routine and manual workers, those living in areas of deprivation, people with mental health conditions, BME groups, 18 – 25 year olds, LGBTQ people, those living with long term conditions, those that are homeless, in assisted living or unemployed and looking for work, unable to work due to caring for home and family, and people living with learning disabilities. Outcomes are also worse in many of these groups, for example people with mental health conditions die on average 10-20 years earlier than others.

Referrals to Stop Smoking services are in decline nationally, and the number of people setting a quit date fell for the sixth consecutive year with a decrease of 11% between 2016/17 and 2017/18. This has been attributed, at least in part, to the increased use of e-cigarettes, which are available outside these services. The number of successful self-reported quitters also declined by 11% over the same period.

The most frequently used setting for accessing quit support was GP services, with over 1,500 individuals receiving an initial appointment. However, the most successful 4-week quit rate was achieved via the hospital setting at 81% of all clients quitting successfully, compared to 37% in General Practice and 34% in Pharmacy.

Actions:

1. The Healthy Living Pharmacies (HLPs), GP's and level 1 pharmacies, offer a range of stop smoking services including an Nicotine Replacement Therapy (NRT) E-voucher scheme for the Health Trainers and Albion In The Community (AITC), a domiciliary service, young people's smoking cessation. A Patient Group Direction (PGD) and service specification for Varenicline has been introduced (Public Health Principal, Mar 20)
2. Albion in the Community are currently running a targeted stop smoking outreach service and have 5 weekly groups running during 2019 where they will deliver 1:1 support open to all. (Albion in the Community, Mar 20)
3. The Health Trainers across the year have been maximising the numbers of individual clients who go through a structured quit programme, targeting identified priority groups and setting up community outreach events to reduce overall smoking prevalence within Brighton and Hove City. This includes offering Lesbian Gay Bisexual Transgender, Questioning (LGBTQ) and weekly drop in quit groups. Additionally, there is an ongoing harm reduction offer by the team to support people who want to reduce smoking but are not ready

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
to set a quit date. (Health Trainers, ongoing)				
4. Ongoing schedule of campaign involvement such as: AITC lung cancer awareness in Nov 2018, Healthy Living Pharmacy support across the year, a locally run National No Smoking Day community exhibition in March 2019, World No Tobacco Day NHS partnership for May 2019 and targeted Workplace and Black Asian Minority Ethnic (BAME) campaigns for June/July 2019. (Public Health Principal, ongoing)				
5. Schools programmes via a specialist young person's advisor and targeted campaign work. To design and implement a structured 3- tiered smoking cessation and tobacco awareness project to offer to schools as a pilot from Sep 2019'. (Public Health Principal, Sep 19)				
6. Work with maternity services to support pregnant women to stop smoking (Public Health Principal, ongoing)				
7. Support for the Local Commissioning for Quality and Innovation (CQUIN) continues, by offering further guidance, staff training and service delivery model updates. (Public Health Principal, ongoing)				
8. Work is underway to support the Sussex Partnership Foundation Trust (SPFT) - Early Intervention Psychosis Service (EIPS) by producing the offer of National Centre Smoking Cessation Training (NCSCT) training course and a NRT E-voucher scheme for community specialists to provide support to those individuals living in the community with Serious Mental Illness (SMI). (Public Health Principal, Mar 20)				
9. BSUH Stop smoking lead adviser for inpatient support, NCSCT training requirements and CQUIN compliance (Public Health Principal, ongoing)				
10. Brighton and Hove stop smoking services are now 'e-cig friendly', meaning that service providers can support people who want to quit using an e-cigarette. This approach is endorsed by recently updated NICE guidance March 2018', The Tobacco and Related Products Regulations 2016 and Public Health England (PHE) review in 2019'. (Public Health Principal, ongoing)				
11. There is ongoing monitoring and integrated partnership with Local Independent British Vape Trading Association registered vape stores, providing Health trainers with training on Electronic Nicotine Delivery System models / vape devices. We are developing a smoking cessation Very Brief Advice learning workshop for Vape store employees to attend in 2019'. (Public Health Principal, ongoing)				
12. Regular attendance to the Learning disabilities partnership board meetings, in order to partnership with local services to offer smoking cessation advice and support. A Stop Smoking booklet for use by people with a learning disability has been produced and shared with organisations; to be used by stop smoking services working with this client group. (Public Health Principal, ongoing)				
13. A voluntary smoke free outdoor dining scheme has been introduced across the city and five businesses have joined the scheme so far. (Public Health Principal, ongoing support)				
14. The Tobacco Control Alliance(TCA) has met quarterly since September 2016 to oversee implementation of the city-wide tobacco control action plan. With a recent TCA in February 2019, the Tobacco control plan has been updated to better reflect the needs of the population and local action required; which aims to support reducing smoking prevalence in the city to 16% by 2020. (Public Health Principal, Mar 20)				

Number of people who cease to become rough sleeping, now in sustainable accommodation [Corporate - City]	No.		117.00	Trend Increasing trend
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Position:

During 2018/19 242 cases were closed by the St Mungos Street Outreach Team, BHT First Base Day Centre and Southdown Floating Support Service. As the B'think IT system expands we should start to see a fuller picture of the cease to rough sleep outcomes from services across the city. Of the 242 cases, 117 had a positive sustainable or short term accommodation outcome.

A further 49 people had a positive outcome which was either short term or potentially non sustainable. This is a large increase in the previous quarter and the new hub provision paid a large part in this with 22 people entering the hub, 17 into some form of short term or temporary accommodation, 3 into backpackers accommodation 1 to the Nightshelter, 2 into rehab and 4 entered hospital.

A further 11 people were transferred to another service and the destination was not recorded.

Of the 105 cases closed without a positive outcome; contact was lost with 95, 7 went into prison and 3 died

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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(one duplicate so actually 2 people, both of whom were accommodated at the time of their death.
 The demographic profile of the clients being offered support by the outreach service in Q4 remains broadly similar to that reported in the previous quarter.
 The demographics across 2018/19 were:

- 80% of all rough sleepers found during the year (where nationality is known) were UK nationals. This is the same percentage as for 2017/18.
- 12% are EU Nationals. This is more than in 2017/18 (6%).

- Highest recorded reasons for homelessness:
- Abandoned
 - Evicted – hostel or supported housing
 - Evicted – local authority
 - Relationship breakdown – family
 - Relationship breakdown – partner + Relationship with partner ended (non-violent breakdown)
 - Leaving prison/remand
 - Passing through area
 - Evicted – private rented
 - Just moved to area
 - Domestic abuse/ fleeing violence/abuse

Commentary:
 The B'think IT system remains fairly new however substantial amounts of the work have taken place on data quality. In previous quarters we were cautious about the data being provided for this KPI however we are confident that the data is a fair representation of the work which has taken place. Improvements to the system are still taking place including the need to remove the small number of duplicate cases included in this quarter's statistics.
 The data continues to show a transient population which is constantly changing and flow on to the streets continues to be an issue for the city.
 Again the data flags up the lack of private rented sector accommodation with no PRS outcomes this quarter. The waiting times for supported accommodation remain an issue for the outreach team in finding solutions for rough sleepers away from the streets only 10 placements were made in quarter 4 this is lower than in the last quarter. This is due to the decant of two supported accommodation services which are taking priority for allocations. This decant will continue into Q1 of next year and will continue to have an impact for the rough sleepers team.
 There are additional resources following a bid to the Ministry of Housing, Communities and Local Government for increased outreach and reconnection resources, a short term hub and additional units of accommodation. These services became operational from August to October 2018.

- Actions:
1. B'think IT implementation post now in the process of expanding the number of services using B'think. Data quality is still being worked on and outcome recording is being changed to provide more clarity (Commissioning Manager Apr – Aug 19)
 2. MHCLG funding has been extended for a further year and a second successful bid means new services are opening in Q1 2019/20 including a No first night out hub, additional Housing First accommodation, and a multi-disciplinary navigators team. The current hub continues for an additional year. (Commissioning Manager, Aug 19)
 3. The review and re-specification process for Rough Sleeper Outreach, Floating Support and some accommodation services is underway. This will lead to a tender process for these services in late 2019 early 2020. (Commissioning Manager, Mar 20)

Number of rough sleepers (estimate) [Corporate - city]	No.	64.00	Trend Decreasing trend
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INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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Position:

The official rough sleeper count methodology was changed in 2018 in line with other local authorities and following discussions with the MCHLG. This means that the data this financial year is not directly comparable with the previous year.

The official street count took place on the night of Tuesday 21st November into the morning of 22nd November. The count utilised staff from St Mungos Street Outreach Service, BHCC and a number of charitable organisations working with rough sleepers. The count was independently verified by Homeless Link.

The total count figure was 64. A reduction on the previous year although not directly comparable.

Gender

Women 5

Men 57

Third gender -

Not known / prefer not to disclose 2

Age

Under-18

18-25 2

Over 25 56

Not known / prefer not to disclose 6

Nationality

UK national 39

EU national (excluding UK) 8

Non-EU national 1

Not known / prefer not to disclose 16

Commentary:

The number of rough sleepers is reducing however the number of people arriving on the streets remains high. Additional funding from MCHLG this financial year has seen increased provision for rough sleepers including 22 units of accommodation and a Hub accommodating 17 people. There has also been increased capacity for the Street Outreach Team

At the time of the count the Churches Nightshelter was open as was the Hub which commenced in September 2018.

Actions:

1. Funding bid for specialist workers, additional accommodation and to increase hub provision in the has been granted and services are in place. Ongoing monitoring of services and additional funding awarded April 2019. New hub set up to prevent rough sleeping in April 2019. Monitoring and evaluation of new models of support ongoing (Commissioning Manager – Mar 2020)
2. Mobilise increased winter provision funding to ensure people are off the streets in cold weather (Commissioning Team – winter 2018/19) - complete service in development for 2019/20 (Commissioning Team - winter 2019/20)
3. Continue roll out of BThink to day centres in the city working with rough sleepers to ensure effective information sharing and case management. (Commissioning and Performance Manager, July 2019)
4. Review and extend hub provision for those new to rough sleeping (Commissioning Manager March 2019) - complete Hub extended till March 2020.
5. Re-tender street outreach service (Commissioning Manager - Oct 2020)

2018-19 Neighbourhoods Communities & Housing - City (Corporate)

% of residents feeling safe after dark
in local areas (City Tracker)

%

76.00

79.20



[Corporate - city]

Declining

Position:

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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79.2% of Brighton & Hove residents surveyed in 2018 feel safe in their local area, after dark. However, one in ten (11%) feel unsafe.

This compares to 79.5% in 2017 and 78.8% in 2016.

The target shows the 2018 national result (taken from the LGA survey) of 76%.

1,003 residents were interviewed via telephone survey between 17th September and 9th November 2018.

Flexible quotas were set to ensure the sample closely matched the actual population profile by gender, age, ethnicity and postcode.

Sub-groups (e.g. men vs. women) are tested for statistical significance and included in commentary only where there is a statistically significant difference to comment on. All data is weighted to match the local population by age, gender and postcode sector.

Residents living in social housing, either council (59%) or housing association (64%) are least likely to feel safe in their local area after dark. This compares to 80 to 83% for all other tenure. Also, less likely to feel safe are residents with a health problem or disability that affect their activity a lot (63%) or a little (69%) compared to residents with no health problem or disability (82%) and male residents (84%) compared to female residents (74%).

Commentary:

This result is similar to last year's for Brighton and Hove and is slightly above the LGA national average. It is difficult to specifically link the work delivered on the ground directly to such a broad outcome measure however the council undertake work that will help to contribute to people feeling safe.

Safety in the Night Time Economy is one of the key strands of the wider Community Safety strategy 2017-2020.

Work completed so far includes an extension of the special stress area to central Hove, which should mean that the licensing authority will have more control over the number of licensed premises being granted in this area, and a re-definition of café bars.

Licensed premises have been encouraged to sign up to the 'Ask for Angela' scheme so that people who feel concerned about their personal safety can seek help. Op Marble continues on a Friday and Saturday night in the city centre.


Work continues with partners to tackle Serious organised crime and County Lines and additional funding from the Home Office has been given to Sussex police to continue the work started as a pilot in 18/19.

Training has been rolled out to staff to explain County lines so that they are better able to recognise issues such as cuckooing. The Partnership Tactical tasking and co-ordination group meet monthly to identify issues/locations/individuals of concern within the City and to identify partnership solutions. As well as this, the monthly Multi Agency Risk Assessment Tasking (MARAT) meetings work as a partnership to address Anti-Social Behaviour (ASB) issues. Community Safety Partnership looks at strategic issues relating to the community safety strategy and ensures that the action plans that sit under the strategy are delivered.

The council continues to work with the Local Action Teams (LATs) to ensure that neighbourhood concerns can be looked at and addressed where possible.

Actions:

1. Continue to undertake proactive licensing enforcement activity to ensure that premises are well run and safe and meet the licensing objectives. (Regulatory Services Manager, March 2020)
2. Review of the Statement of Licensing Policy in 2020 consultation to start later this year (Regulatory Services Manager, March 2020)
3. Week of Action for VVE (Head of Safer Communities, June 2019)
4. Continue partnership meetings (Head of Safer Communities, March 2020)

% of residents that very strongly or fairly strongly feel they belong to their immediate neighbourhood (City Tracker) [Corporate - city]	%	73.50	76.30	 Improving
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Position:

76.3% of Brighton and Hove residents surveyed in 2018 feel very or fairly strongly that they belong to their

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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immediate neighbourhood.

This is higher than seen in 2017.

The target set for this data was initially based on the national result, however the methodology of the nationally recorded data has changed and is no longer comparable to the survey commissioned for Brighton and Hove residents. Therefore, last year's results of 73.5% has been used as the current target. There is no other comparable data available.


Looking at different demographic groups - Residents who rent from the council (53%) are least likely to feel they belong to their neighbourhood compared to 64% who rent privately and 81% who own their home. - Less than two thirds of residents with a health problem or disability that affects their activity a lot (65%) are less likely to feel they belong to their neighbourhood than are residents with no health problem or disability (78%) - Residents aged 35 or older (80%) are more likely to feel they belong to their neighbourhood than are younger residents aged under 35 (70%) - residents who don't think they have enough money to meet basic living cost (65%) are less like to feel that they belong to their neighbourhood than residents who think that they will have enough money (80%)

Commentary:

The city's performance on this data is bucking the national trend and signals the impact of the council's ongoing commitment to neighbourhoods and communities. In 2018/19 the communities, equality and third sector team continued to provide grants to community and voluntary groups to carry out activities in their neighbourhood and communities supporting activity that promoted understanding and awareness of diversity in the city. The team has also continued to enable community development activity in priority neighbourhoods with a focus on ensuring minority communities are also engaged and also directly supported local action teams to improve their representation and involvement of the different communities in their area. There has also been considerably work from the council's community co-ordinator to support community groups to successfully bid for Building Stronger Britain Together funding from national government which is aimed at countering extremism. Local projects have focused on raising awareness and understanding of differences between communities and providing opportunities for people from different communities to come together.

Actions

1. Community coordinator to continue building relationships with community groups and supporting them to develop project that increase community resilience and cohesion. (Head of CETS, ongoing)
2. Active promotion of the council's Communities Fund. (Head of CETS, ongoing)
3. Support the delivery of the Neighbourhood Action Plans. (Head of CETS, ongoing)

% of residents that definitely or tend to agree that your local area is a place where people from different backgrounds get on well together (City Tracker) [Corporate - city]	%	89.00	93.80	 Improving
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Position:

In 2018, 93.8% of people residents in Brighton and Hove agreed that their local area is a place where people from different backgrounds get on well together.

The proportion of residents agreeing that people get on well together has increase slightly compared to 2017 when 90.5% agreed.

The target has been set to national performance, and this shows that Brighton & Hove residents are more positive about getting on with fellow residents from different backgrounds than is seen nationally where only 81% agree (Community Life Survey 2016/17). While the city figure has improved from 90.5% to 93.8% the national figure has fallen by eight percentage points from 90% in 2017. There is no other comparator data available.

Residents who rent their homes from the council (18%) are most likely to disagree that the local area is a place where different backgrounds get on well together.

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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Commentary:

Performance is slightly down on the target. In light of recent events both nationally and internationally that influence individuals and communities' feelings and perceptions of cohesion, it is very reassuring to see that the city's result is almost 10 percentage points higher than the national average.

In 2017/18 the communities, equality and third sector team continued to provide grants to community and voluntary groups to carry out activities in their neighbourhood and communities supporting activity that promoted understanding and awareness of diversity in the city. The team has also continued to enable community development activity in priority neighbourhoods with a focus on ensuring minority communities are also engaged and also directly supported local action teams to improve their representation and involvement of the different communities in their area.

Actions

1. Community coordinator to continue building relationships with community groups and supporting them to develop project that increase community resilience and cohesion. (Head of CETS, ongoing)
2. Active promotion of the council's Communities Fund. (Head of CETS, ongoing)
3. Support the delivery of the Neighbourhood Action Plans. (Head of CETS, ongoing)

The number of affordable homes delivered per year - new build and conversions [Corporate - city]	No.		142.00	Trend Increasing trend
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Position:

The number of affordable homes delivered during the 2018/19 financial year is 142.

New affordable homes can include developments by the council and Registered Provider (RP) partners, which respectively account for 55% and 45% of projected new homes (74 council and 68 RP homes).

This is an improvement upon the 2017/18 result of 100. Completion dates for 43 council homes were carried forward from the previous financial year to this one, due to technical delays, although these were delivered in the first quarter of the year.

There is no set annual target for this KPI as delivery can be achieved over a number of years with no discernible annual pattern. However, the aim is to increase the number of affordable homes delivered towards the City Plan Part One projection of 197 per year for the next few years, which would meet the City Plan target for 30% of projected new housing supply (from 2015 to 2030) to be affordable.

The projected number of new affordable homes to be delivered during 2019/20 is currently 242 (109 council and 133 RP).

Commentary:

Performance is good because the number of new affordable homes delivered during 2018/19 has increased compared to the year before, especially delivery by RP partners.

The Housing Strategy & Enabling and Estate Regeneration teams are involved in a range of ongoing activities to promote the development of new affordable homes, including:


- Monitoring and reviewing the Affordable Housing Development Programme through Affordable Housing Delivery Partnership and Homes England liaison meetings.
- Working with Planning through the planning process to maximise delivery of affordable housing homes within developments in the city.
- Monitoring and reviewing the New Homes for Neighbourhoods programme and other council programmes through the Estate Regeneration Programme and Member Boards.
- Working with the Greater Brighton Housing and Growth Working Group – seeking to overcome barriers to delivering existing housing targets, accelerating delivery of additional housing numbers, making best use of available land and identification of new sites.
- Working to deliver innovative housing delivery options, including a Joint Venture with a local Registered Provider partner established in December 2017 (for new homes on a living wage rent and shared ownership basis). This also includes consideration of a wholly owned Housing Company and development of schemes with Community Housing partners such as the lease of a former garage site to a self-build co-op approved by committee in January 2017.

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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- Increasing housing stock through the Home Purchase Policy initially by purchasing former council owned homes. The policy has recently been expanded to include the purchase of affordable housing units provided on new developments in the city (S106 sites).
 - Updating the Affordable Housing Brief which sets out the development requirements for new housing sites and is published on the council website.
- Staff resources have been increased by 5.5 FTE posts as part of a cross directorate housing delivery team to accelerate provision of new affordable homes, making the most of funding available.

Actions:

1. Review and update Affordable Housing Brief. (Housing Strategy & Enabling Team, Sep 19)
2. Review and update the Protocol for the Affordable Housing Development Partnership with an emphasis on increasing housing delivery. (Housing Strategy & Enabling Team, Sep 19)

% of households that experience fuel poverty based on the 'low income, high cost' methodology [Corporate - city]	%	11.50	11.40	 Improving
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Position:

The latest available figures, released in June 2018, estimate that in 2016 11.4% of households in Brighton & Hove were in fuel poverty (a decrease of 1.3% points on the figures for 2015), this equates to 14,593 households in the city. Households are considered to be fuel poor where:

- They have required fuel costs that are above average (the national median level).
- Were they to spend that amount, they would be left with a residual income below the official fuel poverty line

Nationally it was estimated that 11.1% of households were in fuel poverty an increase of 0.1% on the previous year, the figure for the south east is 9%.

Target figure has been calculated in line with average of statistically comparable neighbour authorities statistics for 2015.

Commentary:

The relative nature of the fuel poverty indicator makes it difficult to isolate accurately absolute reason for change. The fuel poverty status of a household depends on the interaction between three key drivers; household incomes, fuel poverty energy efficiency ratings (FPEER) and required fuel costs. For any factor to affect the number of households in fuel poverty, it must change by a greater amount for those in fuel poverty, than for those not in fuel poverty. We cannot be clear as to the reason for the decrease locally when compared to both national and regional figures, however there has been significant activity locally through both the warm homes healthy people and warmth for wellbeing programmes that would have had some impacts.

Possible reasons to explain the higher levels of fuel poverty in Brighton & Hove than both the national figure and that for the south east;

1. In calculating fuel poverty housing costs are taken off the full income of each household ; this is referred to as the 'After Housing Costs' (AHC) income, since money spent on housing costs cannot be spent on energy costs. Local housing market reports show above average housing costs in Brighton & Hove.
2. Dwellings rated as FPEER Bands D, E, F and G are over-represented in the fuel poor population compared to the non-fuel poor population, the nature of the local housing stock, being older than national average, higher incidence of solid wall construction may explain higher levels of fuel poverty in Brighton & Hove.
3. Housing tenure is an important factor, the 2016 national report estimates that the level of fuel poverty is highest in the private rented sector (19.4 per cent) compared to those in owner occupied properties (7.7 per cent). Those in the private rented sector also tend to be deeper in fuel poverty, with an average fuel poverty gap of £383, compared to just over £200 for those in local authority and housing association properties. Brighton & Hove has a significant private rented sector (28% of households according to the 2011 census)

INDICATOR	UNIT	TARGET	ACTUAL	STATUS
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The Fuel Poverty and Affordable Warmth Strategy for Brighton & Hove, was adopted by Housing & New Homes Committee and the Health & Wellbeing Board in 2016. Local work has been recognised by National Energy Action who rated the local HWB area to be one of only 13 of 152 nationally as scoring a maximum of 6 in their assessment framework for addressing the guidance laid out in the 2015 NICE guidelines on excess winter deaths and health risks posed by cold homes. A multi-agency steering group has been established to take key actions forward from the strategy.

The public health funded annual Warmth for Wellbeing programme continues to offer support and advice to vulnerable householders, through the autumn and winter of each year. The programme for 2018/19 was scaled down on previous years reflecting a reduced budget due to additional funding not being secured as 'top up'. Coordinated by Citizens Advice, based on the successful project of last year it offered in-depth advice, home visits offering advice and installation of small measures and emergency hardship payments. As part of the SHINE partnership BHCC successfully bid for EU Interreg 2 seas funding to offer energy advice, home assessments and small energy saving measures to council tenants building on the significant energy efficiency improvements to our own housing stock, this project will be delivered through to 2020, to date over 200 households have received in-depth advice, small energy saving measures and heating enhancements.

As part of Your Energy Sussex, a licensed energy supply partner has been procured to deliver a set of local Sussex energy tariffs, offering competitive pricing and excellent customer service. Robin Hood Energy offer a range of tariffs, under a white label agreement, to encourage local residents to switch to a tariff enabling them to save on their energy bills, including recruiting HRA void properties into the scheme. The launch of the Sussex tariff took place in February 2018, BHCCs support for the scheme and switching in general was agreed at committee in March 2018. To date over 3500 households across Sussex have switched to YES tariffs. In preparation for the HRA void switching trial all meters at Tilbury Place, buy back property for TA provision have been switched to YES.

The DFG funded 'Warm, Safe Homes' grant funds insulation measures and heating and boiler repair/replacement for eligible households. This is being promoted through the local network of partners and is managed by Mears Home Improvement Agency. In 2018/19 grants funded a range of measures to the value of approximately £150,000, to 49 households.

The council has developed an Energy Strategy for the HRA, in consultation with tenants and leaseholders, the strategy was agreed at H&NH committee in January 2018. The strategy outlines the current state of our housing stock, targets to improve this including a requirement in the fuel poverty regulations to get as many properties as practicable to EPC level C by 2030 and options to achieve this. In line with this a bid is being submitted with partners for ERDF funds to fund improvements at increasing SAP ratings to at least 60 homes over 3 years.

BHCC is planning on joining the 'LEAP' programme to offer home visits to households and access to funding for energy efficiency and heating improvements.

Next steps:

1. Ongoing communications on reducing energy bills and support for householders including benefit of switching energy suppliers and the availability of the YES energy tariffs January - Ongoing. (Housing Sustainability and Affordable Warmth Manager)
2. Introduce HRA void energy switching scheme pilot & support the Wider Sussex tariff marketing and communication campaign, May 2019, (Housing Sustainability and Affordable Warmth Manager)
3. Continue to scope out impact of minimum energy efficiency regulations on Private Rented Sector and role of the council in enforcing standards and options to support landlords to carry out improvements through the Retrofitworks programme. (ongoing, Housing Sustainability and Affordable Warmth Manager)
4. Plan roll out of LEAP programme including a stakeholder engagement event May-July 2019 (Housing Sustainability & Affordable Warmth Manager)

Appendix 3: Context: Performance Management Framework and Golden Thread

1.1 There are eight component parts of the council's Performance Management Framework, as shown in this diagram:



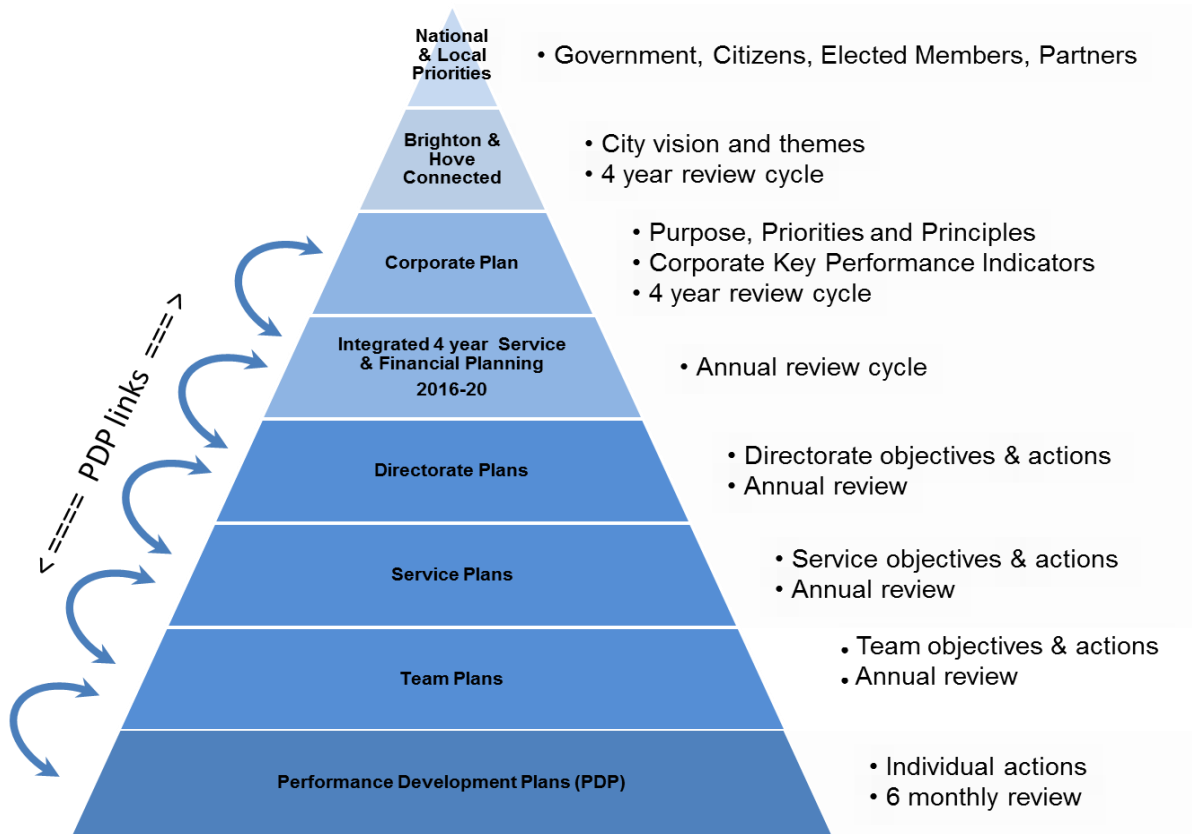
1.2 A summary of the 8 areas of the PMF is provided in the table below:

Component	Summary and Performance Management Approach
1 – Business planning and management	<ul style="list-style-type: none"> • Plans are set at various levels <ul style="list-style-type: none"> ○ the partnership plan “Brighton and Hove connected” ○ the council’s corporate plan ○ directorate plans ○ service plans. • Executive Leadership Team (ELT) in consultation with relevant Committee Chairs develop a key indicator set mapped to these plans to track performance outcomes and receives quarterly performance update reports. Accountable Directors discuss corrective actions and ELT prioritises options.

Component	Summary and Performance Management Approach
	<ul style="list-style-type: none"> Corporate KPIs are approved by PR&G annually. Performance reports are reviewed at PR&G twice a year
2 – Risk management	<ul style="list-style-type: none"> Through understanding risks, decision-makers are better able to take actions to manage those risks and implement mitigating actions Strategic Risks are reviewed quarterly at ELT and reported to the Audit and Standards Committee throughout the year Citywide Risks are reviewed annually and managed by the relevant partnerships Directorate Management Teams review Directorate risks and relevant strategic risks linked to their directorate quarterly.
3 – Financial management	<ul style="list-style-type: none"> The efficient and effective management of council funds to accomplish the objectives of the council Monthly reviews of actual income and expenditure and comparing this with the allocated budget for each budget holder throughout the year (months 2 to 11) enables variances to be identified and corrective action taken where required. Corporate Critical budgets are identified and more detailed analysis and action planning is undertaken. Progress is reported to ELT monthly and to PR&G regularly.
4 – Customer insight	<ul style="list-style-type: none"> Understanding how our customers see and use our services gives us useful information on ways we can improve our performance to deliver value. The city tracker survey provides feedback on our services and analysis of our complaints, compliments and comments along with internal contact volumes contribute towards the annual Customer Insight report that is reviewed by ELT and published on the council website.
5 – Modernisation, programmes and projects	<ul style="list-style-type: none"> Modernisation is Council's Portfolio of change management programmes/projects which support delivery of Corporate Plan. Corporate Modernisation Delivery Board - Sponsoring Group initiates and leads corporate programmes and projects that are intended to achieve outcomes including cross-cutting programmes and projects. Chaired by the Chief Executive and consists of directors and other key officers of the council. Directorate Modernisation Boards report to the Corporate Modernisation Delivery Board, are set up to drive the directorate programmes and projects forward and deliver outcomes and benefits. Programme and Project Boards report to the Directorate Modernisation Boards, these are responsible for planning, set-up and management of programmes and projects.

Component	Summary and Performance Management Approach
6 – People management	<ul style="list-style-type: none"> • People are our most important asset and resource, and good managers make best use of our people to deliver value to our customers • Elements of people management include <ul style="list-style-type: none"> ○ Staff survey ○ Our people data (workforce statistics) • Management across the council receive regular reports to enable them to effectively plan service delivery and identify and resolve skill and staffing gaps to enable delivery of the corporate plan
7 – Health & safety management	<ul style="list-style-type: none"> • Managing health and safety is about looking after our business, people and reputation • Health and Safety Committee chaired by the Chief Executive are responsible for the development of health and safety policy for the council, monitoring performance on health and safety issues and ensuring that changes to legislation or regulations are implemented effectively.
8 – Safeguarding Quality assurance	<ul style="list-style-type: none"> • Quality assurance includes reviewing our practices in relation to safeguarding vulnerable people. This helps prevent mistakes and gives confidence. Monitoring is through safeguarding audits and quality assurance reports are reviewed quarterly by the relevant service at Service Management Team meetings. Local Safeguarding Children’s Broad and Adult’s Safeguarding Boards oversee quality assurance in relation to safeguarding.

1.3 The diagram below demonstrates the ‘Golden Thread’ that links the council’s purpose, principles and priorities through to services delivered at the frontline of the council, and how external factors influence these.



Subject:	Corporate Key Performance Indicator target setting 2019/20		
Date of Meeting:	11 July 2019		
Report of:	Executive Lead Officer, Strategy, Governance & Law		
Contact Officer:	Name:	Rima Desai	Tel: 29-1268
	Email:	Rima.desai@brighton-hove.gov.uk	
Ward(s) affected:	All		

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

- 1.1 To present draft Corporate Key Performance Indicator (KPI) set and associated targets with rationales for the reporting year 2019/20 with a view to Policy Resources & Growth Committee Members providing challenge. These targets have been developed by Directorate Management Teams (DMT) and reviewed by the Executive Leadership Team (ELT), relevant Committee Chairs and a cross-party Member working group during March-June 2019.
- 1.2 To consider suggestions for changes (additions and deletions) to the Corporate Key Performance Indicators (KPI) set with a view to optimising the number of indicators to be monitored during 2019/20.

2. RECOMMENDATIONS:

- 2.1 That Policy, Resources and Growth Committee approve the Corporate KPI set and associated targets as set out in Appendices 2 (council indicators) and 3 (city indicators).
- 2.2 To note that target figures may change during the year if new benchmarking figures become available. PR&G approval will be sought at a future date if there is a proposal to change the set itself or the rationale for a particular target.

3. CONTEXT/ BACKGROUND INFORMATION

- 3.1 In 2015/16 ELT agreed a uniform way of target setting which helped develop a systematic approach to performance monitoring across the organisation and ensured that RAG (Red Amber Green) ratings are comparable internally and, where available, externally. Since 2017/18, the KPIs and associated targets have been approved by the PR&G Committee.
- 3.2 Specific guidance (see Appendix 1) has been developed to support the process of setting targets and requires a considered rationale for all Green and the Amber values. The Green value is the annual target for the KPI, while the Amber value sets a range from the target where performance is still considered to be within an acceptable range, performance levels beyond this point would be off target.
- 3.3 The RAG rating for each performance indicator compares actual performance to the targets as follows:
- Green when the result is on or better than target

- Amber when the result is between the target and the amber threshold
 - Red when the result is off target and outside of the amber threshold
- 3.4 The Performance Management Framework uses agreed targets and objectives to enable managers to measure and review performance, giving a clear indication as to whether the activities undertaken by individuals are contributing to the achievement of organisational goals. Effective performance management ensures the right actions are taken at the right time so that the council can achieve its purpose through delivering the principles and priorities as outlined in the Corporate Plan.
- 3.5 Appendices 2 and 3 show the following for each KPI:
- the frequency that data is available
 - polarity which shows whether a high or low result is good or if the result is to be monitored
 - Committee Chairs and accountable officers, plus those who provide the data and commentary when reporting performance
 - previous year's results where available
 - amber and green values plus the rationales for setting those values
 - comparator information where it is available
- 3.6 The Corporate KPI set was reviewed to ensure all indicators provide the right balance of information to manage the council's services against officer's time to provide performance updates. The overall set was reduced to 70 Corporate KPIs in 2018/19, down from 75 in 2017/18, 84 in 2016/17 and 103 in 2015/16. In 2019/20 the proposed total will be 67. The Corporate KPIs are drawn from the wider range of performance data available to DMTs to manage their services.
- 3.7 In 2019/20 12 of the Corporate KPIs are targeted for a better level of performance than our comparators. The KPIs are as follows:
- % reduction in Carbon Dioxide emissions per capita from a 2005 baseline
 - % of bus services running on time
 - % of schools are judged good or outstanding by Ofsted
 - Number of children in care
 - Number of first time entrants to the Youth Justice System
 - % of people with a learning disability in employment
 - % of invoices for commercial goods and services that were paid for within 30 days
 - Average number of working days / shifts lost per Full Time Equivalent (FTE) due to sickness absence (not including schools)
 - Staff who declare that they have a disability as a % of the total workforce who declare whether they have a disability
 - Number of alcohol-related hospital admissions per 100,000 population
 - Under 18 conception rate per 1,000 women aged 15-17
 - Housing Tenants: Rent collected as a proportion of rent due
- 3.8 Progress towards the Corporate KPIs will be reported to PR&G Committee 6-monthly during 2019/20 (quarter 2 and year-end updates).
- 3.9 Appendix 4 shows the local authority comparator groups and the councils in each group that have informed our 2019/20 target setting.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 Through consultation with the Leadership Board the Performance Management Framework currently in operation is deemed to be the most suitable model.

5. COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 This is an internal performance reporting mechanism and as such no engagement or consultation has been undertaken in this regard.

6. CONCLUSION

- 6.1 The council must ensure that it uses a robust Performance Management Framework to meet the challenges of delivering services in the financial context that local authorities are now working in.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 There are no direct financial implications arising from this report

Finance Officer Consulted: Peter Francis

Date: 13/06/19

Legal Implications:

- 7.2 The framework described here and the actions reported on are a key part of the arrangements put in place by the council to ensure that it meets its general duty (pursuant to section 3 of the Local Government Act 1999) to ensure continuous improvement in the exercise of its functions. No other direct legal implications have been identified.

Lawyer Consulted: Victoria Simpson

Date: 25/06/19

Equalities Implications:

- 7.3 Working with the Equalities Team, relevant corporate KPIs have been identified for the initial phase where officers will be expected to articulate equalities implications within the performance report, and will be required to evidence how they are using this data to inform service improvements in relation to reducing inequalities.

Sustainability Implications

- 7.4 Sustainability will be improved through working to meet the relevant KPI measures detailed within this report.

Any Other Significant Implications:

- 7.5 No further significant implications arising from this report.

SUPPORTING DOCUMENTATION

Appendices:

1. Target setting for 2019/20 – Guidance
2. Target setting for 2019/20 – Council KPIs detail
3. Target setting for 2019/20 – City KPIs detail
4. Target setting for 2019/20 – comparator list
5. Target setting for 2019/20 – changes to the Corporate KPI set

Appendix 1

Key Performance Indicator (KPI) Target Setting Guidance 2019/20

Principles

The Council operates a Performance Management Framework (available on the Wave) where accountability for delivery within allocated resources is clear. Performance is not just measured, it is understood and acted upon. Under-performance is discussed openly and honestly to ensure appropriate corrective measures are taken in a timely way.

“Continuous improvement” is the basic requirement of the performance management approach at Brighton & Hove City Council within available resources. It is a statutory requirement for the council as a Best Value authority requiring it to “make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.”

Guidance for setting the target values:

1. Performance targets are success measures of the outcomes we are trying to achieve. To measure progress against achievement of target, a RAG (Red, Amber, Green) rating is used.
 - If the set target is achieved or exceeded, the RAG status would be Green.
 - If performance is approaching the target i.e. within an acceptable range, the RAG status would be Amber.
 - If performance is off track and outside of the acceptable range, the RAG status would be Red.
 - Monitoring or trend indicators are defaulted to Grey and do not require Green or Amber values in the target setting template.
2. Performance Target Value (Green):
 - To set the target, use the latest available benchmarking data (e.g. statistical neighbour data, national data or any other comparable data) or any statutory/contractual target, whichever is more challenging. It is important to explain why a particular set of benchmarking have been selected. If performance is better than benchmarking data, current performance may be used as a target.
 - Where no benchmarking or statutory/contractual data is available, a sound rationale needs to be explained for a target figure e.g. improvement or maintenance from the current performance.
 - Where resources are reducing or being reallocated, or there are significant external factors which will impact on performance, a reduction target can be set. This will need to be clearly evidenced and agreed by Policy Resources & Growth Committee.
 - Consider the financial impact of delivering the outcome of the KPI when setting the target.
3. Performance Threshold Value (Amber): Amber status value is set based on professional judgement e.g. taking into account national and local context for the particular indicator. This value shows the point at which performance is still considered to be acceptable, performance levels beyond this point would generate a Red RAG status.

4. If/when new benchmarking or other data becomes available after the targets have been approved by PR&G, Corporate Performance Team to agree revised target value as long as the rationale remains the same and to report a revised target figure to ELT and PR&G for information. If the rationale gets changed during the year, Corporate Performance Team to seek approval from PR&G before changing the target values on CammsStrategy.

Timetable:

Date	KPI Target Setting
Mar 19	Corporate Performance Team to send KPI target setting template to all Commentary / Data leads
Mar 19	Cross-party Members Working Group review Corporate and DMT KPI sets
Apr 19 May 19	Commentary / Data leads complete the KPI target setting template
May 19	KPI Targets agreed by DMTs by 24 May 19
Jun 19	ELT peer challenge 12 Jun 19 Lead Members to agree targets
Jun 19	Cross-party Members Working Group review Corporate and DMT KPI targets
Jul 19	PR&G Committee agree KPI targets 11 Jul 19
Jul 19	Data/Commentary leads to update CammsStrategy with progress info for KPI for Q1
Aug 19	Q1 KPI progress reviewed at ELT
Oct/Dec 19	Q2 KPI progress reviewed at ELT and PR&G
Feb 20	Q3 KPI progress reviewed at ELT
Jun/Jul 20	Q4/year-end KPI progress reviewed at ELT and PR&G

Contact:

If you have any suggestions for improvement or any queries about this document, please contact Corporate Performance Lead, Richard Miles, Richard.miles@brighton-hove.gov.uk, extension 2344.

Appendix 2: Corporate KPI 2019/20 Target Setting - COUNCIL - DRAFT

Corporate KPI targets 2019/20 COUNCIL DRAFT

Dir.	Number	Unit of measurement	Measure	Frequency	Polarity (high is good, low is good or trend)	Committee Chair	Accountable ELT lead	Accountable CMT lead	4th Tier accountability	Commentary Provider	Data Provider	2017/18 Result	2018/19 Result	2019/20 Amber Value	Amber Value Rationale	2019/20 TARGET (Green Value)	Green Value Rationale	Comparator
Economy Environment & Culture																		
EEC	1	%	% of household waste sent for reuse, recycling and composting [Corporate - council]	Quarterly	High is good	Cllr Anne Pissaridou	Nick Hibberd	Rachel Chasseaud	Melissa Francis	Rachel Chasseaud	Melissa Francis	28.7% AMBER	28.9% AMBER ↑	28.9%	Amber value set to 2018/19 outturn performance level	37.0%	Comparator Average (12 months to Dec 18) set as the target	Comparator Group performance for the latest 4 quarters to Dec 18 averaged at 37% (this has dropped, was previously 37.7%). BHCC is ranked 14th (was 15th) of the 16 comparators with a result of 28.9% (was 28.7%) for this period. Source: Waste Data Flow (10May19)
EEC	2	No.	Missed refuse collections per 100,000 population [Corporate - council]	Quarterly	Low is good	Cllr Anne Pissaridou	Nick Hibberd	Rachel Chasseaud	Melissa Francis	Rachel Chasseaud	Melissa Francis	79 RED	171 RED ↓	171.00	Amber value set at 2018/19 outturn performance level	154	This represents a 10% improvement to the current performance levels	No comparator information available
EEC	3	No.	Missed recycling collections per 100,000 population [Corporate - council]	Quarterly	Low is good	Cllr Anne Pissaridou	Nick Hibberd	Rachel Chasseaud	Melissa Francis	Rachel Chasseaud	Melissa Francis	175 RED	337 RED ↓	337.00	Amber value set at 2018/19 outturn performance level	303	This represents a 10% improvement to the current performance levels	No comparator information available
EEC	4	%	% of streets inspected which are found to have widespread or heavy levels of litter [Corporate - council]	Quarterly	Low is good	Cllr Anne Pissaridou	Nick Hibberd	Rachel Chasseaud	Melissa Francis	Rachel Chasseaud	Melissa Francis	4.3	3.2% ↑	4.3%	Amber value set at 2017/18 outturn performance level (4.3%).	3.2%	Target to maintain 2018/19 outturn performance levels.	No Comparator information available
EEC	5	%	The speed of determining applications for major development [Corporate - council]	Quarterly	High is good	Cllr Tracey Hill	Nick Hibberd	Max Woodford	Liz Hobden	Paul Vidler	Julie Borer	96.83% GREEN	92.19% AMBER ↓ (Apr17-Mar19 result)	80.0%	Amber value significantly above national target of 60% and provides a reasonable stretch target	88.5%	2016-18 comparator Average set as the target	Comparator Group performance for Dec 2016-18 averaged at 88.5 (was 93.7%). BHCC is ranked 4th (was 4th) of the 16 comparators with a result of 96.7% (was 95.9%) for this period. England Average 87.7% (was 86.7%) Source: DCLG Live Planning tables 151a June 2018
EEC	6	%	The speed of determining applications for non-major development [Corporate - council]	Quarterly	High is good	Cllr Tracey Hill	Nick Hibberd	Max Woodford	Liz Hobden	Nicola Hurley	Julie Borer	85.63% GREEN	74.24% RED ↓ (Apr17-Mar19 result)	72.0%	Amber value provides a safe buffer above the national target of 70%.	86.1%	2016-18 comparator Average set as the target	Comparator Group performance for Dec 2016-18 averaged at 86.1 (was 89.2%). BHCC is ranked 13th (was 12th) of the 16 comparators with a result of 81.3% (was 85.3%) for this period. England Average 88.3% (was 87.4%) Source: DCLG Live Planning tables 153 June 2018

Appendix 2: Corporate KPI 2019/20 Target Setting - COUNCIL - DRAFT

Dir.	Number	Unit of measurement	Measure	Frequency	Polarity (high is good, low is good or trend)	Committee Chair	Accountable ELT lead	Accountable CMT lead	4th Tier accountability	Commentary Provider	Data Provider	2017/18 Result	2018/19 Result	2019/20 Amber Value	Amber Value Rationale	2019/20 TARGET (Green Value)	Green Value Rationale	Comparator
EEC	7	%	% major application decisions that are overturned at appeal [Corporate - council]	Quarterly	Low is good	Cllr Tracey Hill	Nick Hibberd	Max Woodford	Liz Hobden	Paul Vidler	Julie Borer	1.52% GREEN	3.13% RED ↓ (Apr17-Mar19 result)	3.1%	Maintain 2018/19 performance	2.3%	Target set at at average for England of 2.3% reflect growth in major applications and therefore likely increase in appeal rate.	Comparator Group performance for Dec 2016-18 averaged at 1.7% (was 1.8%). BHCC is ranked 14th (was 16th) of the 16 comparators with a result of 4.6% (was 4.3%) for this period. England Average 2.3% (was 2.5%) Source: DCLG Live Planning tables 152a June 17 (last updated Aug 18)
EEC	8	%	% non-major application decisions that are overturned at appeal [Corporate - council]	Quarterly	Low is good	Cllr Tracey Hill	Nick Hibberd	Max Woodford	Liz Hobden	Nicola Hurley	Julie Borer	2.03% AMBER	1.68% AMBER ↑ (Apr17-Mar19 result)	2.0%	Maintain 2017/18 performance	1.2%	2016-18 comparator Average set as the target	Comparator Group performance for Dec 2016-18 averaged at 1.2% (was 1.1%). BHCC is ranked 16th (was 16th) of the 16 comparators with a result of 2.9% (was 3.0%) for this period. England Average 1.2% (was 1.2%) Source: DCLG Live Planning tables 154 - June 17 (last updated Aug 18)
EEC	9	%	In-year supply of ready to develop housing sites as per 2015-2030 trajectory [Corporate - council] (Planning Policy Statement 3 requires Local Planning Authorities to maintain a 5 year supply of deliverable sites for housing through their Local Development Framework. This measure shows the total number of net additional dwellings that are deliverable as a percentage of the planned housing provision (in net additional dwellings) for the 5 year period.)	Annual	High is good	Cllr Tracey Hill	Nick Hibberd	Max Woodford	Liz Hobden	Liz Hobden	Andrew Motley	100% GREEN	90% RED ↓	90.0%	Amber value set to 2018/19 outturn performance level	100%	Maintain 2017/18 performance delivering at least 5 years supply of ready to develop land	No comparator information available

Appendix 2: Corporate KPI 2019/20 Target Setting - COUNCIL - DRAFT

Dir.	Number	Unit of measurement	Measure	Frequency	Polarity (high is good, low is good or trend)	Committee Chair	Accountable ELT lead	Accountable CMT lead	4th Tier accountability	Commentary Provider	Data Provider	2017/18 Result	2018/19 Result	2019/20 Amber Value	Amber Value Rationale	2019/20 TARGET (Green Value)	Green Value Rationale	Comparator
Families Children & Learning																		
FCL	10	%	% of schools are judged good or outstanding by Ofsted [Corporate - council]	Annual	High is good	Cllr Nick Childs	Pinaki Ghoshal	Jo Lyons	Mark Storey	Mark Storey	Andrea Weller	93.1% GREEN	92.8% GREEN ↓	82.5%	Stat Neighbour	88.8%	Two schools above the National Average (currently March 19) Target is better than comparator	England 85.3% Stat Neighbour 82.5% Source: State-funded schools inspections and outcomes as at 31 March 2019
FCL	11	No.	The average Progress 8 score for all pupils in state-funded schools at the end of Key Stage 4 [Corporate - council]	Annual	High is good	Cllr Nick Childs	Pinaki Ghoshal	Jo Lyons	Mark Storey	Mark Storey	Daniel Elliott	not comparable	-0.02 (2017/18 academic year)	-0.15	Above national bottom quartile performance - there is not significant variation between quartiles 2 and 3. Bottom quartile performance would be a significant cause for concern. (currently 2017/18)	-0.02	National Average (currently 2017/8)	England -0.02 Stat Neighbour -0.01 South Coast Strip -0.12 Source: Local Authority Interactive Tool 2019
FCL	12	No.	The average Progress 8 score of disadvantaged pupils all pupils attending state funded schools at the end of Key Stage 4 [Corporate - council]	Annual	High is good	Cllr Nick Childs	Pinaki Ghoshal	Jo Lyons	Mark Storey	Mark Storey	Daniel Elliott	not comparable	-0.57 (2017/18 academic year)	-0.62	Above national bottom quartile performance - there is not significant variation between quartiles 2 and 3. Bottom quartile performance would be a significant cause for concern. (currently 2017/18)	-0.55	Stat Neighbour (currently 2017/8)	England -0.44 Stat Neighbour -0.55 South Coast Strip -0.63 Source: Local Authority Interactive Tool 2019
FCL	13	%	The average Progress 8 score of children in care in state funded schools at the end of Key Stage 4 [Corporate - council]	Annual	High is good	Cllr Nick Childs	Pinaki Ghoshal	Jo Lyons	Mark Storey	Sam Wilson	Paul Neville	-1.6 RED	-1.52 RED ↑ (2017/18 academic year)	-1.41	Above national bottom quartile performance - there is not significant variation between quartiles 2 and 3. Bottom quartile performance would be a significant cause for concern. (currently 2016/17)	-1.23	Stat Neighbour (currently 2017/18)	England - 1.2 Stat Neighbour -1.23 South East -1.17 Lower quartile -1.41 Source: Local Authority Interactive Tool 2019
FCL	14	%	% of all pupils attending state funded schools achieving the 'expected standard' in reading, writing and maths at the end of Key Stage 2 [Corporate - council]	Annual	High is good	Cllr Nick Childs	Pinaki Ghoshal	Jo Lyons	Mark Storey	Mark Storey	Katherine Eastland	64% (2016/17) GREEN	67% GREEN ↑ (2017/18 academic year)	62.0%	Above national bottom quartile performance - there is not significant variation between quartiles 2 and 3. Bottom quartile performance would be a significant cause for concern. (currently 2017/18)	64.0%	National Average (currently 2017/8)	England 64% Stat Neighbour 64.6% Source: Local Authority Interactive Tool 2019
FCL	15	%	% of disadvantaged pupils attending state funded schools achieving the 'expected standard' in reading, writing and maths at the end of Key Stage 2 [Corporate - council]	Annual	High is good	Cllr Nick Childs	Pinaki Ghoshal	Jo Lyons	Mark Storey	Mark Storey	Katherine Eastland	45% (2016/17) AMBER	47% AMBER ↑ (2017/18 academic year)	46%	Above national bottom quartile performance - there is not significant variation between quartiles 2 and 3. Bottom quartile performance would be a significant cause for concern. (currently 2017/18)	47.7%	Stat Neighbour (currently 2017/8)	England 51% Stat Neighbour 47.7% Source: Local Authority Interactive Tool 2019
FCL	16	No.	Number of children in care [Corporate - council]	Monthly	Low is good	Cllr Nick Childs	Pinaki Ghoshal	Deb Austin	Gerry Brandon	Gerry Brandon	Daryl Perilli	418 AMBER	393 GREEN ↑	418	Maintain 2017/18 value	385	1 less child in care than budgeted Target is better than comparator	31.03.18 rate per 10,000 ch. BHCC 76.6 National 64 (2018) Contextual Neighbour 89.6 (2018) Stat Neighbour 65 (2018) South East 62.8 (Dec 18) 460 BHCC CiC to equal the contextual neighbour rate. (460/51300)*10000 Source: Local Authority Interactive Tool 2019
Finance & Resources																		

Appendix 2: Corporate KPI 2019/20 Target Setting - COUNCIL - DRAFT

Dir.	Number	Unit of measurement	Measure	Frequency	Polarity (high is good, low is good or trend)	Committee Chair	Accountable ELT lead	Accountable CMT lead	4th Tier accountability	Commentary Provider	Data Provider	2017/18 Result	2018/19 Result	2019/20 Amber Value	Amber Value Rationale	2019/20 TARGET (Green Value)	Green Value Rationale	Comparator
F&R	17	%	% of high priority audit actions recommended by Internal Audit that have reached their due date for completion and have been implemented by services. [Corporate - council]	Quarterly	High is good	Cllr Nancy Platts	David Kuenssberg	Audit ORBIS (Russell Banks)	Mark Dallen	Mark Dallen	Mark Dallen	Not applicable as indicator has changed	100% GREEN (new in 2018/19)	95%	The amber value of 95% allows for the fact that some actions may be delayed because of unforeseen complexities or resource implications.	100%	Maintain 2018/19 performance. If the target is not achieved there are one or more actions that are overdue that leave significant financial (or other risks). Please note that a 95% target is included as an Internal Audit target in the Internal Audit and Corporate Fraud Plan and Strategy 2019/20.	No comparator information available
F&R	18	%	% of invoices for commercial goods and services that were paid for within 30 days [Corporate - council]	Monthly	High is good	Cllr Nancy Platts	David Kuenssberg	Business Operations ORBIS (Simon Pollock)	Jane Strudwick	Lorraine Kuhler	Adeline White	93.76% RED	93.44% AMBER ↓	93%	Amber set in line with average 2014 CIPFA benchmark average (latest available data)	95.00%	Green set in line with upper quartile 2014 CIPFA benchmark (latest available data) Target is better than comparator	CIPFA Benchmarking 2014 - 95% Upper Quartile, 93% Average, East Sussex and Surrey target is 93%
F&R	19	%	% of Purchase Orders raised on ordering rather than when invoiced [Corporate - council]	Quarterly	High is good	Cllr Nancy Platts	David Kuenssberg	Business Operations ORBIS (Simon Pollock)	Jane Strudwick	Lorraine Kuhler	Adeline White	47.94% RED	54.8% RED ↑	60%	This indicator was below target in 18/19 but improved on 17/18. 19/20 target has therefore been maintained at 60% and is still a very challenging, but necessary target.	80.00%	This indicator was below target in 18/19 but improved on 17/18. 19/20 target has therefore been maintained at 80% and is still a very challenging, but necessary target.	No comparator information available
F&R	20	No.	Average number of working days / shifts lost per Full Time Equivalent (FTE) due to sickness absence (not including schools) [Corporate - council]	Quarterly	Low is good	Cllr Nancy Platts	David Kuenssberg	Ali McManamon	Ali McManamon	Laura Keogh	Ben Constable	10.57 AMBER	10.1 AMBER ↑	10.4	The amber value is set as variance of 0.3 days against the 2018/19 result	9.7	The 19/20 target has been set at CIPFA HR Benchmarking top quartile level 9.7 days. Target is better than comparator	Cipfa HR Benchmarking Club Comparator Report 2016/17 10.7 days (top quartile 9.7 days)
F&R	21	%	Staff who declare that they have a disability as a % of the total workforce who declare whether they have a disability (not including schools) [Corporate - council]	Annual	High is good	Cllr Nancy Platts	David Kuenssberg	Ali McManamon	Ed Howarth	Deborah Totney	Ben Constable	7.4% AMBER	7.62% AMBER ↑	7.60%	Target set in line with 2018/19 result	8%	At the end of 2015/16 the proportion of disabled staff within the council's workforce was higher than the original target of 7.5% which had been set in line with the 2011 Census figure. In response to the progress the council had made, this target was increased to 8% in 2016/17. Target therefore maintained for 2019/20 Target is better than comparator	2011 Census information (7.5%) is currently the most reliable data that we have for economically active residents.
F&R	22	%	Staff who declare themselves as BME (excludes White Irish and White Other) as a % of the total workforce who declare their ethnicity (not including schools) [Corporate - council]	Annual	High is good	Cllr Nancy Platts	David Kuenssberg	Ali McManamon	Ed Howarth	Deborah Totney	Ben Constable	6.86% RED	7.37% RED ↑	8.19%	10% decrease on Green value	9.10%	The target is based on the percentage of economically active residents within the local community, as per the 2011 Census.	2011 Census information (9.1%) is currently the most reliable data that we have for economically active residents.
F&R	23	%	Staff at management level who declare themselves as BME (excludes White Irish and White Other) as a % of the total staff at management level who declare their ethnicity (not including schools) (Management level is grade SO1 and above) [Corporate - council]	Quarterly	High is good	Cllr Nancy Platts	David Kuenssberg	Ali McManamon	Ed Howarth	Deborah Totney	Ben Constable	6.59% (new measure in 2019/20)	6.52% (new measure in 2019/20) ↔	8.19%	10% decrease on Green value	9.10%	The target is based on the percentage of economically active residents within the local community, as per the 2011 Census.	2011 Census information (9.1%) is currently the most reliable data that we have for economically active residents.

Appendix 2: Corporate KPI 2019/20 Target Setting - COUNCIL - DRAFT

Dir.	Number	Unit of measurement	Measure	Frequency	Polarity (high is good, low is good or trend)	Committee Chair	Accountable ELT lead	Accountable CMT lead	4th Tier accountability	Commentary Provider	Data Provider	2017/18 Result	2018/19 Result	2019/20 Amber Value	Amber Value Rationale	2019/20 TARGET (Green Value)	Green Value Rationale	Comparator
F&R	24	%	Staff who declare themselves as White Other as a % of the total workforce who declare their ethnicity (not including schools) [Corporate - council]	Annual	High is good	Cllr Nancy Platts	David Kuenssberg	Ali McManamon	Ed Howarth	Deborah Totney	Ben Constable	6.78% RED	6.77% RED ↔	7.92%	10% decrease on Green value	8.80%	The target is based on the percentage of economically active residents within the local community, as per the 2011 Census.	2011 Census information (8.8%) is currently the most reliable data that we have for economically active residents.
F&R	25	%	Staff who declare themselves as White Irish as a % of the total workforce who declare their ethnicity (not including schools) [Corporate - council]	Annual	High is good	Cllr Nancy Platts	David Kuenssberg	Ali McManamon	Ed Howarth	Deborah Totney	Ben Constable	2.22% GREEN	2.24% GREEN ↔	1.44%	10% decrease on Green value	1.60%	The target is based on the percentage of economically active residents within the local community, as per the 2011 Census.	2011 Census information (1.6%) is currently the most reliable data that we have for economically active residents.
F&R	26	%	Staff who declare themselves to be LGBT as a % of the total workforce who declare their sexuality (not including schools) [Corporate - council]	Annual	High is good	Cllr Nancy Platts	David Kuenssberg	Ali McManamon	Ed Howarth	Deborah Totney	Ben Constable	11.78% RED	12.51% AMBER ↑	11.70%	10% decrease on Green value	13%	The target is based on an estimate of the percentage of economically active residents within the local community.	Count me in 2 Survey (all residents) used in conjunction with the 2011 Census of economically active residents (Census data did not include LGBT)
F&R	27	%	High priority Health & Safety audit recommendations progressed within agreed timescales [Corporate - council]	Quarterly	High is good	Cllr Nancy Platts	David Kuenssberg	Ali McManamon	Katie Bennett	Katie Bennett	Katie Bennett	100% GREEN	100% GREEN ↔	95%	2019/20 target maintained in line with 2018/19 performance. 5% decrease in the green value	100%	2019/20 target set in line with 2018/19 performance.	No comparator information available
Health & Adult Social Care																		
HASC	28	%	% of carers assessments completed [Corporate - council]	Monthly	High is good	Cllr Clare Moonan	Rob Persey	Brian Doughty	Martin Farrelly	Brian Doughty	Michael Bell	60.76% TREND	75.19% TREND (Increasing trend)	61%	Based on 17/18 outturn	75%	Maintenance target based on 18/19 outturn. 1413 of 2772 people in receipt of Carer Support provided during the year have received a completed assessment	No comparator information available
HASC	29	No.	Permanent admissions of older adults (65+) to residential and nursing care homes per 100,000 population [Corporate - council]	Monthly	Low is good	Cllr Clare Moonan	Rob Persey	Brian Doughty	Martin Farrelly	Brian Doughty	Michael Bell	809.9 AMBER	790.5 AMBER ↑	790.50	Maintain 2018/19 performance	653.2	CIPFA comparator average used as target 250 people out of 38,340 older adults	Comparator Group performance for 2017-18 averaged at 653.2 (was 701.1) (= 250 at BHCC). BHCC is ranked 7th (was 12th) of the 16 comparators with a result of 809.9 (= 287 people) (was 841.2) for this period. All England average 585.6 (was 610.7) Source: ASCOF 2A(2) - 21/11/2018
HASC	30	%	% of social care clients receiving Direct Payments [Corporate - council]	Monthly	High is good	Cllr Clare Moonan	Rob Persey	Brian Doughty	Martin Farrelly	Brian Doughty	Michael Bell	24.23% AMBER	24.46% AMBER ↑	24.46%	Maintain 2018/19 performance	25.8%	CIPFA comparator average used as target	Comparator Group performance for 2017-18 averaged at 25.8 (was 25.2). BHCC is ranked 6th (was 7th) of the 16 comparators with a result of 24.2 (was 25.1) for this period. All England average 28.5 (was 28.3) Source: ASCOF 1C(2A) - 21/11/2018

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Dir.	Number	Unit of measurement	Measure	Frequency	Polarity (high is good, low is good or trend)	Committee Chair	Accountable ELT lead	Accountable CMT lead	4th Tier accountability	Commentary Provider	Data Provider	2017/18 Result	2018/19 Result	2019/20 Amber Value	Amber Value Rationale	2019/20 TARGET (Green Value)	Green Value Rationale	Comparator
HASC	31	No.	Number of delayed transfers of care attributable to social care per 100,000 population [Corporate - council]	Monthly	Low is good	Cllr Clare Moonan	Rob Persey	Grace Hanley	Ian Fleming	Grace Hanley	Michael Bell	3.4 GREEN	4.85 AMBER ↓	4.85	Amber value set at 2018/19 outturn performance level	4.7	CIPFA comparator average set as target	Comparator Group performance for 2017-18 averaged at 4.7 (was 7.4). BHCC is ranked 7th (was 5th) of the 16 comparators with a result of 3.4 (was 3.53) for this period. All England average 4.3 (was 6.3) Source: ASCOF 2C(2) - 21/11/2018
HASC	32	No.	% of Telecare recipients with no community care funded support package [Corporate - council]	Quarterly	High is good	Cllr Clare Moonan	Rob Persey	Brian Doughty	Paul Martin	Stephen Smith	Katie Sweeney-Ogede			not set	Baseline year	not set	Baseline year of a new indicator This is a new KPI, replaces the previous KPI: Telecare - % of support plans that have Telecare as a component	No comparator information available
HASC	33	%	% of older people (65 and over) still at home 91 days after discharge from hospital into reablement/rehabilitation services [Corporate - council]	Annual	High is good	Cllr Clare Moonan	Rob Persey	Grace Hanley	Ian Fleming	Grace Hanley	Michael Bell	79.4% AMBER	78.9% AMBER ↑	78.9%	Maintain 2018/19 performance	80.8%	CIPFA comparator average used as target	Comparator Group performance for 2017-18 averaged at 80.8 (was 82.1). BHCC is ranked 15th (was 12th) of the 16 comparators with a result of 79.4 (was 77.2) for this period. All England average 82.9 (was 82.7) Source: ASCOF 2B(1) - 21/11/2018

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Dir.	Number	Unit of measurement	Measure	Frequency	Polarity (high is good, low is good or trend)	Committee Chair	Accountable ELT lead	Accountable CMT lead	4th Tier accountability	Commentary Provider	Data Provider	2017/18 Result	2018/19 Result	2019/20 Amber Value	Amber Value Rationale	2019/20 TARGET (Green Value)	Green Value Rationale	Comparator
Neighbourhoods Communities & Housing																		
NCH	34	%	Housing Tenants: Rent collected as a proportion of rent due [Corporate - council]	Monthly	High is good	Cllr John Allcock	Larissa Reed	Martin Reid	Ododo Dafe	Ododo Dafe	Tom Matthews	98.66% GREEN	97.81% AMBER ↓	96.70%	0.5% points below target	97.20%	Small drop in performance based on projected impact of Universal Credit (UC) this year. The reduction during 2018/19 was 0.85% points so this target assumes a smaller reduction of 0.61% points during 2019/20. Target is better than comparator	Housemark housing 'peer' group of local authorities. Provisional benchmarking data from Housemark for 2018/19 shows average performance for comparator authorities as 96%. Source: Housemark 2018/19 data
NCH	35	%	% of the council's homes that meet the government's Decent Homes Standard [Corporate - council]	Monthly	High is good	Cllr John Allcock	Larissa Reed	Martin Reid	Glyn Huelin	Martin Reid	Janine Gosling	100% GREEN	100% GREEN ↔	99.60%	Amber represents 100 properties failing the standard	100.00%	All homes to meet the decent homes standard.	All councils and housing association Housemark Members: median 100% Source: Housemark 2018/19

Appendix 2: Corporate KPI 2019/20 Target Setting - COUNCIL - DRAFT

Dir.	Number	Unit of measurement	Measure	Frequency	Polarity (high is good, low is good or trend)	Committee Chair	Accountable ELT lead	Accountable CMT lead	4th Tier accountability	Commentary Provider	Data Provider	2017/18 Result	2018/19 Result	2019/20 Amber Value	Amber Value Rationale	2019/20 TARGET (Green Value)	Green Value Rationale	Comparator
Strategy Governance & Law																		
SGL	36	%	% of residents that think, overall, that Brighton & Hove City Council keeps residents well informed about the services and benefits it provides (City Tracker) [Corporate - council]	Annual	High is good	Cllr Nancy Platts	Abraham Ghebre-Ghiorghis	Clare Saul	Clare Saul	Clare Saul	David Golding	55% AMBER	51.3% RED ↓	51.3%	Amber value set at 2018/19 City Tracker result	58.0%	Green value represents national benchmark	National result 58% Source: LGA resident survey Oct-18
SGL	37	%	% of residents very or fairly satisfied with Brighton & Hove City Council (City Tracker) [Corporate - council]	Annual	High is good	Cllr Nancy Platts	Larissa Reed	Rima Desai	Rima Desai	Victoria Paling	David Golding	63% AMBER	54% RED ↓	54.0%	Amber value set at 2018/19 City Tracker result	60.0%	Green value represents national benchmark	National result 60% Source: LGA resident survey Oct-18
SGL	38	No.	Number of initial complaints (Stage 1) received by the corporate Customer Feedback Team [Corporate - council]	Quarterly	Trend	Cllr Nancy Platts	Abraham Ghebre-Ghiorghis	Rima Desai	Rima Desai	Victoria Paling	Victoria Paling	1560 TREND	1740 TREND (Increasing trend)	TREND	Target not set, trend indicator	TREND	Target not set, trend indicator	No comparator information available
SGL	39	%	Complaints escalated to Stage 2 and investigated [Corporate - council] (If someone who has made a complaint is still unhappy following the initial response they can ask for it to be taken further (Stage 2). It will be looked at by the Customer Feedback Team, which is independent of the department the complaint is about.)	Quarterly	Low is good	Cllr Nancy Platts	Abraham Ghebre-Ghiorghis	Rima Desai	Rima Desai	Victoria Paling	Victoria Paling	10.1% no target	9.8% GREEN ↑	12%	Go no lower than 2016/17 performance.	9.8%	Maintain 2018/19 performance. This measure excludes Adult Social Care complaints as they do not have Stage 2.	No comparator information available
SGL	40	%	% of Local Government and Social Care Ombudsman (LGSCO) complaints upheld or partially upheld [Corporate - council]	Annual	High is good	Cllr Nancy Platts	Abraham Ghebre-Ghiorghis	Rima Desai	Rima Desai	Victoria Paling	Victoria Paling	57 (change of measure - not targeted)	57 (2017/18) GREEN ↔	67.0%	Amber value set at CIPFA nearest neighbour bottom quartile	59.0%	LGSCO released 2017/18 results in June 2018. Green value set at CIPFA nearest neighbour average value (latest group) for 2017/18 data.	Nearest Neighbour comparator group average 59% Source: LGSCO comparator information 2019
SGL	41	No.	Number of compliments received from public and external partners [Corporate - council]	Quarterly	High is good	Cllr Nancy Platts	Abraham Ghebre-Ghiorghis	Rima Desai	Rima Desai	Victoria Paling	Victoria Paling	922 GREEN	1375 GREEN ↑	922	Set at 2017/18 result level.	1,375	To maintain 2018/19 result	No comparator information available

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Corporate KPI targets 2019/20 CITY DRAFT

Dir.	Number	Unit of measurement	Measure	Frequency	Polarity (high is good, low is good or trend)	Committee Chair	Accountable ELT lead	Accountable CMT lead	4th Tier accountability	Commentary Provider	Data Provider	2017/18 Result	2018/19 Result	2019/20 Amber Value	Amber Value Rationale	2019/20 TARGET (Green Value)	Green Value Rationale	Comparator
Economy Environment & Culture																		
EEC	42	%	% of people in the city (aged 18-64) who are employed [Corporate - city]	Annual	High is good	Cllr Alan Robins	Nick Hibberd	Max Woodford	Cheryl Finella	Cheryl Finella	Liz Cadman	73.3% AMBER	71.5% RED ↓ (2018 calendar year)	71.5%	Amber value set to 2018/19 outturn performance level	77.6%	Jan-Dec 18 comparator Average set as the target	Comparator Group performance for Jan-Dec 2018 averaged at 77.6 (was 74.1 for equivalent 2017 period). Source: ONS Annual Population Survey 2018
EEC	43	%	% Growth in the number of Jobs [Corporate - city]	Annual	High is good	Cllr Alan Robins	Nick Hibberd	Max Woodford	Cheryl Finella	Cheryl Finella	Liz Cadman	1.89% AMBER	-0.1% RED ↓ (2017 calendar year)	-0.10%	Amber value set to 2018/19 outturn performance level	1.84%	2017/18 comparator average set as the target	Comparator Group performance for Jan - Dec 2017 averaged at 1.84% . BHCC is ranked 7th of the 16 comparators with a result of -0.10% for this period. Source: ONS Business Register and Employment Survey 2017
EEC	44	%	% Growth in private sector jobs during the year [Corporate - city]	Annual	High is good	Cllr Alan Robins	Nick Hibberd	Max Woodford	Cheryl Finella	Cheryl Finella	Liz Cadman	3.18% GREEN	0.76% AMBER ↓ (2017 calendar year)	0.76%	Amber value set to 2018/19 outturn performance level	1.23%	2017/18 comparator average set as the target	Comparator Group performance for Jan - Dec 2017 averaged at 1.23% (was 1.48%). BHCC is ranked 7th (was 7th) of the 16 comparators with a result of 0.76% (was 3.18%) for this period. Source: ONS Business Register and Employment Survey 2017
EEC	45	No.	Number of businesses signed up to the Brighton & Hove Living Wage Campaign [Corporate - city]	Annual	High is good	Cllr Alan Robins	Nick Hibberd	Max Woodford	Cheryl Finella	Cheryl Finella	Liz Cadman	389 RED	497 GREEN ↑	500.00	Total sign up levels of 500 would be short of the target to sign up a further 100 businesses in 19/20	597	The 2019/20 target is an additional 100 businesses signed up to the campaign by 31st March 2020, taking the total to 597	No comparator information available
EEC	46	%	% reduction in Carbon Dioxide emissions per head of population from a 2005 baseline [Corporate - city]	Annual	High is good	Cllr Anne Pissaridou	Nick Hibberd	Max Woodford	Rachel Williams	Rachel Williams	Mita Patel	35.4% AMBER	40.6% GREEN ↑ (2016 data)	40.6%	Amber value set to 2018/19 outturn performance level	42%	Target as set in the City's Sustainable Community Strategy (which targets a 42% reduction by 2020, and an 80 % reduction by 2050). therefore 42% target for 2019-20 (which will be reported on data from 2017)	Comparator Group performance for 2016 averaged at 39.3% . BHCC is ranked 7th of the 16 comparators with a result of 40.6% for this period. All England average 37.5% Target is better than comparator Source: Local Authority CO2 emissions estimates 2005-2016 (kt CO2)
EEC	47	No. µg/m3	Nitrogen Dioxide levels in Brighton and Hove (µg/m3 – micrograms per cubic meter) Lewes Road [Corporate - city] (Nitrogen Dioxide and particulate in diesel fumes are the second highest risk to overall health after smoking. Continuous analysers at Lewes Road and North Street measure NO2 levels.)	Quarterly	Low is good	Cllr Anne Pissaridou	Nick Hibberd	Mark Prior	Mark Prior	Emma Sheridan	Sam Rouse	57 RED	38 AMBER ↑	40	40 µg/m3 is the national legal limit for Nitrogen Dioxide levels. The amber threshold of 36-40 µg/m3 gives warning of approaching that limit.	36	36 µg/m3 is 90% of the 40 µg/m3 national legal limit for Nitrogen Dioxide levels	No comparator information available

Appendix 3: Corporate KPI 2019/20 - CITY - Target Setting - DRAFT

Dir.	Number	Unit of measurement	Measure	Frequency	Polarity (high is good, low is good or trend)	Committee Chair	Accountable ELT lead	Accountable CMT lead	4th Tier accountability	Commentary Provider	Data Provider	2017/18 Result	2018/19 Result	2019/20 Amber Value	Amber Value Rationale	2019/20 TARGET (Green Value)	Green Value Rationale	Comparator
EEC	48	No. µg/m4	Nitrogen Dioxide levels in Brighton and Hove (µg/m3 – micrograms per cubic meter) North Street [Corporate - city] (Nitrogen Dioxide and particulate in diesel fumes are the second highest risk to overall health after smoking. Continuous analysers at Lewes Road and North Street measure NO2 levels.)	Quarterly	Low is good	Cllr Anne Pissaridou	Nick Hibberd	Mark Prior	Mark Prior	Emma Sheridan	Sam Rouse	57 RED	49.5 RED ↑	40	40 µg/m3 is the national legal limit for Nitrogen Dioxide levels. The amber threshold of 36-40 µg/m3 gives warning of approaching that limit.	36	36 µg/m3 is 90% of the 40 µg/m3 national legal limit for Nitrogen Dioxide levels	No comparator information available
EEC	49	No.	Annual average daily traffic counts on key routes into the city - Inner routes [Corporate - city]	Annual	Low is good	Cllr Anne Pissaridou	Nick Hibberd	Mark Prior	Andrew Renault	Andrew Renault	Jaimie McSorley	136,702 RED	136,693 RED ↓ (2018 calendar year)	136,693	Amber value set to 2018/19 outturn performance level	135,000	Based on a gradual and downward direction of travel to reflect reductions in the impact of traffic and greater use of alternative forms of transport on city centre routes.	No comparator information available
EEC	50	%	% of bus services running on time [Corporate - city]	Annual	High is good	Cllr Anne Pissaridou	Nick Hibberd	Mark Prior	David Parker	David Parker	Owen McElroy	85% AMBER	85% AMBER ↔	85%	Amber value set to 2018/19 outturn performance level	95%	95% target set by the Traffic Commissioner Target is better than comparator	Comparator Group performance for 2017/18 averaged at 84%. BHCC is ranked 3rd out of 7 comparators who submitted data with a result of 85% for this period. All England average 83% England outside London 83.5% Source: Dft table 902 data reported Jan 19 https://www.gov.uk/government/statistical-data-sets/bus09-frequency-and-waiting-times
EEC	51	%	% of residents that have attended any creative, artistic, theatrical or musical events in the past 12 months (City Tracker) [Corporate - city]	Annual	High is good	Cllr Alan Robins	Nick Hibberd	Janita Bagshawe	Janita Bagshawe	Janita Bagshawe	David Golding	61.4% GREEN	67.6% GREEN ↑	61.4%	Amber value set at 2017/18 outturn	67.6%	Target to maintain 2018/19 outturn performance levels.	No comparator information available
EEC	52	No	Number of visitors to Brighton and Hove [Corporate - city]	Annual	High is good	Cllr Alan Robins	Nick Hibberd	Janita Bagshawe	Howard Barden	Howard Barden	Julia Gallagher	11,234,000 GREEN	10,891,000 AMBER ↓ (2017 calendar year)	10,346,000	This value would evidence a 5% decline in visitors to the 2018/19 result	10,891,000	This targets maintaining the same level of visitors as the 2018/19 result	No comparator information available

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Dir.	Number	Unit of measurement	Measure	Frequency	Polarity (high is good, low is good or trend)	Committee Chair	Accountable ELT lead	Accountable CMT lead	4th Tier accountability	Commentary Provider	Data Provider	2017/18 Result	2018/19 Result	2019/20 Amber Value	Amber Value Rationale	2019/20 TARGET (Green Value)	Green Value Rationale	Comparator
Families Children & Learning																		
FCL	53	No.	Number of first time entrants to the youth justice system [Corporate - city]	Quarterly	Low is good	Cllr Nick Childs	Pinaki Ghoshal	Deb Austin	Tania Riedel	Tania Riedel	Daryl Perilli	24 AMBER	31 AMBER ↓	61	Above YOT family average rate per 100,000 people	31	Maintain 2018/19 performance Target is better than comparator	Year ending Sep 2017 BHCC 102 per 100,00 National 248 p/100k South East 182 p/100k YOT Family Ave. 254 p/100k Source: Criminal Justice System statistics August 2018
FCL	54	%	% of people with a learning disability in employment [Corporate - city]	Annual	High is good	Cllr Clare Moonan	Pinaki Ghoshal	Jo Lyons	Carla Butler	Karen Kingsland	Daryl Perilli	9.8% AMBER	8.3% AMBER ↓	6.0%	National result (currently 2017/18)	8.3%	Maintaining 2018/19 performance Target is better than comparator	2017/18 National 6% South East 6.5% BHCC top quartile performance Source: ASCOF November 2018
Health & Adult Social Care																		
HASC	55	No.	Number of rough sleepers (estimate) [Corporate City]	annual	TREND	Cllr John Allcock	Rob Persey	Andy Witham	Andy Witham	Andy Witham	Jenny Knight	178 TREND	64 TREND (Decreasing trend)	TREND	TREND	TREND	TREND	Comparator information shows Brighton & Hove 10th highest in England, 2018 snapshot. Source: MHCLG Housing statistical release 25 February 2019
HASC	56	No.	Number of people who cease to become rough sleeping, now in sustainable accommodation [Corporate - city]	quarter	TREND	Cllr John Allcock	Rob Persey	Andy Witham	Andy Witham	Andy Witham	Jenny Knight	61 TREND	117 TREND (Increasing trend)	TREND	TREND	TREND	TREND	No comparator information available
HASC	57	No.	Number of alcohol-related hospital admissions per 100,000 population [Corporate - city]	quarter	Low is good	Cllr Clare Moonan	Rob Persey	Alistair Hill	Peter Wilkinson	Stephen Nicholson	Caroline Tudor	606 GREEN	540.9 GREEN ↑	612	Based on the comparators rate on PHOF 2017/18.	541	Maintainance target set, as performance is better than 2017/18 average of comparators' data and England data Target is better than comparator	Comparator Group performance for 2017-18 averaged at 611.6 . 2017/18 All England value is 632.3 Source: Public Health Outcomes Framework data 2.18 - 16/04/2019
HASC	58	%	Under 18 conception rate per 1,000 women aged 15-17 [Corporate - city]	quarter	Low is good	Cllr Clare Moonan	Rob Persey	Alistair Hill	Peter Wilkinson	Kerry Clarke	Caroline Palmer	17.9% GREEN	19.3% AMBER ↓	22.1%	Comparator value for 2017 used as amber value	19.3%	As the under 18 conception rate in Brighton and Hove is already lower than the weighted average for CIPFA comparators in 2017 (22.1), the target has been set to maintain the latest full year position (2017) at 19.3. Target is better than comparator	Weighted comparator group average for 2017 is 22.1. BHCC is ranked 6th of the 16 comparators with a result of 19.3 for this period. All England average 17.8 Source:

Appendix 3: Corporate KPI 2019/20 - CITY - Target Setting - DRAFT

Dir.	Number	Unit of measurement	Measure	Frequency	Polarity (high is good, low is good or trend)	Committee Chair	Accountable ELT lead	Accountable CMT lead	4th Tier accountability	Commentary Provider	Data Provider	2017/18 Result	2018/19 Result	2019/20 Amber Value	Amber Value Rationale	2019/20 TARGET (Green Value)	Green Value Rationale	Comparator
HASC	59	No.	Rate of deaths from drug use per 100,000 population [Corporate - city]	annual	Low is good	Cllr Clare Moonan	Rob Persey	Alistair Hill	Peter Wilkinson	Stephen Nicholson	Liz Tucker	6.5 per 100,000 (2014-16) GREEN	8.6 AMBER ↓	13	A value of 13 or above would mean we would be significantly worse than 2015-17 rate.	6.49	CIPFA comparator average used as target	Comparator Group performance for 2015-17 averaged at 6.49 . BHCC is ranked 13th (was 8th) of the comparators with a result of 8.6 (was 6.5) for this period. All England figure remains at 4.2 per 100,000 Source: PHOF https://fingertips.phe.org.uk/profile/public-health-outcomes-framework/data#page/3/gid/1000042/pat/6/par/E12000008/ati/101/are/E06000043/iid/92432/age/1/sex/4/nn/nn-1-E06000043-2311/2018
HASC	60	%	% of people aged 18 and over who smoke [Corporate - city]	annual	Low is good	Cllr Clare Moonan	Rob Persey	Alistair Hill	Katie Cuming	Rebecca Robb	Caroline Tudor	19.9% GREEN	18% AMBER ↑	18.0%	Amber value set at 2018/19 outturn	15.4%	Comparator Group average of 15.4%	Comparator Group performance for rolling 2017 average at 15.4 (was 17.2). BHCC is ranked 13th (was 13th) of the 16 comparators with a result of 18 (was 19.9) for this period. All England average 14.9 (was 15.5) Source: Public Health Outcomes Framework data (Smoking prevalence in adults from the APS) - 23/11/2018

Appendix 3: Corporate KPI 2019/20 - CITY - Target Setting - DRAFT

Dir.	Number	Unit of measurement	Measure	Frequency	Polarity (high is good, low is good or trend)	Committee Chair	Accountable ELT lead	Accountable CMT lead	4th Tier accountability	Commentary Provider	Data Provider	2017/18 Result	2018/19 Result	2019/20 Amber Value	Amber Value Rationale	2019/20 TARGET (Green Value)	Green Value Rationale	Comparator
Neighbourhoods Communities & Housing																		
NCH	61	%	% of residents that very strongly or fairly strongly feel they belong to their immediate neighbourhood (City Tracker) [Corporate - city]	Annual	High is good	Cllr Kate Knight	Larissa Reed	Emma McDermott	Emma McDermott	Emma McDermott	David Golding	73.5% AMBER	76.3% GREEN ↑	73.50%	Amber value set at 2017/18 outturn	76.30%	No comparator available - maintain 2018 performance	No comparator information available
NCH	62	%	% of residents that definitely or tend to agree that your local area is a place where people from different backgrounds get on well together (City Tracker) [Corporate - city]	Annual	High is good	Cllr Kate Knight	Larissa Reed	Emma McDermott	Emma McDermott	Emma McDermott	David Golding	91% GREEN	93.8% GREEN ↑	83.80%	Performance in 2018 was very high, therefore the amber threshold is set to 10% points of 2018 Performance	93.80%	No comparator available - maintain 2018 performance	No comparator information available
NCH	63	%	% of residents feeling safe after dark in local areas (City Tracker) [Corporate - city]	Annual	High is good	Cllr Kate Knight	Larissa Reed	Jo Player	Jo Player	Jo Player	Jo Player	79.5% GREEN	84% GREEN ↑	71.0%	Within 5% points of the national result (latest 2018)	76.0%	National result (latest 2018)	2018 National Average 76% Source: 76% LGA Polling on Residents Satisfaction with councils Oct 2018
NCH	64	No.	The number of affordable homes delivered per year - new build and conversions [Corporate - city]	Quarterly	TREND	Cllr John Allcock	Larissa Reed	Martin Reid	Ododo Dafe	Martin Reid	Tom Matthews	100 TREND	142 TREND (Increasing trend)	TREND	TREND	TREND	TREND	TREND
NCH	65	No.	The number of private sector vacant dwellings returned into occupation or demolished [Corporate - city]	Quarterly	High is good	Cllr John Allcock	Larissa Reed	Martin Reid	Ododo Dafe	Martin Reid	Tom Matthews	161 GREEN	162 GREEN ↑	153	10 unit buffer for ambitious target of 163 units (ie dwellings)	163	Increase 2018/19 performance by 1.	No comparator information available
NCH	66	%	% of households that experience fuel poverty based on the 'low income, high cost' methodology [Corporate - city]	Quarterly	Low is good	Cllr John Allcock	Larissa Reed	Martin Reid	Glyn Huelin	Miles Davidson	Miles Davidson	12.70% AMBER	11.4% GREEN ↑	12.6%	a 0.5% drop would be a significant drop based on past performance trends	12.1%	Statistical Neighbour (Currently 2016 data)	Stat Neighbour 12.1% National 11.1% Source: Fuel poverty statistics: Department for Business, Energy & Industrial Strategy 2018
NCH	67	No.	The number of households where homelessness was prevented due to casework by the council [Corporate - city]	Quarterly	High is good	Cllr John Allcock	Larissa Reed	Martin Reid	Sylvia Peckham	Sylvia Peckham	Tom Matthews	791 GREEN	810 GREEN ↑	729	90% of target achieved. This is felt reasonable in the current context.	810	Maintain current performance. No comparators available. Target set at maintaining current performance in the face of uncertainties and challenges currently faced in service funding, housing and welfare sector (universal credit etc.) This is expected to be a significant challenge.	No benchmarking data available

Appendix 4: Corporate KPI target setting 2019/20 comparator list

BHCC Comparators used in determining KPI targets - 2019/20

	Comparator Group: Nearest Neighbours 2018	Children's Services Contextual Neighbours (Children in Care indicators)	Children's Services DfE Statistical Neighbours	HR CIPFA Benchmarking Club 2015/16	Rent Income Excellence Network
1	Bournemouth	Doncaster	Bath & NE Somerset	Argyle	Southampton
2	Brighton and Hove	Redcar and Cleveland	Bournemouth	Bradford	Darlington
3	Bristol, City of	Bournemouth	Bristol	Brighton & Hove	Swindon
4	Coventry	Lewisham	Brighton and Hove	Cardiff	Slough
5	Leeds	Halton	Bromley	Cornwall	
6	Medway	Haringey	Leeds	Doncaster	
7	Newcastle upon Tyne	Torbay	Portsmouth	Dudley	
8	North Tyneside	South Tyneside	Reading	Gateshead	
9	Nottingham	Lambeth	Sheffield	Norfolk	
10	Plymouth	North East Lincolnshire	Southend-on-Sea	North Lincs	
11	Portsmouth		York	Northumberland	
12	Sheffield			Reading	
13	Southampton			Rotherham	
14	Southend-on-Sea			Sandwell	
15	Swindon			Southend	
16	York			St Helens	
17				Stoke-on-trent	
18				Warwickshire	

Appendix 5: Changes between 2018/19 and 2019/20 Corporate KPI sets

The Corporate KPI set was reviewed to ensure all indicators provide the right balance of information to manage the council's services against officer's time to provide performance updates. The KPI set for 2018/19 was approved by the PR&G Committee in July 2018.

For 2019/20, it is proposed that the following KPIs be removed from the corporate set:

Corporate KPI 2018/19	Status in 2019/20
% of people receiving continuous services over 12 months who receive a review	Delete. Moving to a risk-based approach to review rather than reviewing all cases, therefore this KPI to be deleted.
Number of families identified as part of the Stronger Families Stronger Communities programme who are 'turned around' (Phase 2)	Now managed at Directorate level.
% of people with a learning disability in settled accommodation	Now managed at Directorate level.
Telecare - % of support plans that have Telecare as a component	To be replaced with a new Corporate KPI: "Telecare - % of telecare recipients with no community care funded support package". This will provide the service with more useful monitoring information.
Number of whistleblowing allegations received	To move to Directorate level. Number of cases of whistleblowing will be reported to Audit & Standards Committee as part of the annual standards report.

For 2019/20, it is proposed by the Cross-party KPI Member Working Group that the following KPI be introduced to the corporate set:

Corporate KPI 2019/20
Staff at management level who declare themselves as BME (excludes White Irish and White Other) as a % of the total staff at management level who declare their ethnicity (not including schools) (Management level is grade SO1 and above)

Subject:	Our People Promise – Developing Our Employer Offer
Date of Meeting:	Policy, Resources & Growth Committee
Report of:	David Kuenssberg, Executive Director Finance & Resources
Contact Officer: Name:	Alison McManamon
Email:	Alison.mcmanamon@brighton-hove.gov.uk
Ward(s) affected:	All

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

- 1.1 In order to observe a duty of care towards staff and maintain workforce productivity during an ongoing period of financial constraints and change, there is a clear need for council employers to ensure that staff morale and wellbeing are maintained. Failure to do so will logically lead to a diminution in the quality of services on offer to local residents, as well as adverse effects on staff.
- 1.2 The purpose of this report is to update the Committee on the progress of Our People Promise, the programme of work to implement a clear and improved offer from the council to its staff, and to establish and fair and inclusive culture where expectations around how we work are clear.

2. RECOMMENDATIONS:

- 2.1 That the Policy, Resources & Growth Committee (PR&G) notes progress made over the last 12 months in implementing Our People Promise.
- 2.2 That PR&G approves the continuing programme of work on the council's offer to its staff.

3. CONTEXT/ BACKGROUND INFORMATION

Where Our People Promise came from

- 3.1 After the health service, the council is the largest employer in Brighton & Hove with approximately 4,300 staff directly employed, and a further 4,600 in schools.
- 3.2 The council's need to create a reputation as an exemplar employer is important to ensure:
- there is a fair and inclusive working environment that ensures the experience of staff is positive and we attract and retain a diverse workforce;
 - there is a culture that supports staff to be their best;

- we are able to recruit and retain the staff needed to deliver services and meet the diverse needs of the city's residents and visitors; and
 - the council is a high performing organisation.
- 3.3 Reduced budgets mean that we will increasingly achieve results by collaborating with our partners, sharing services, and enabling residents. As an employer we need to ensure we are developing our staff to meet these challenges. With a more diverse workforce we have the potential to engage better with a wider range of communities and to gain from the full range of talent in the city.
- 3.4 In July 2018 PR&G approved Our People Promise as the programme of work to improve the council's offer to staff. Since then extensive activity has been undertaken under the five work-streams outlined in **Appendix 1**.
- 3.5 Our People Promise was established to address a number of issues identified from our 2017 staff survey and other workforce data. The key issues were:
- Staff wanted to feel more valued with a greater focus on wellbeing, and have a clearer sense of direction and for change to be managed more effectively;
 - An above average sickness rate for 2017/18 of 10.57 days against a target of 9.7 days with 16% of sickness attributable to mental health issues, and a further 26% cited as unspecified (see **Appendix 2**);
 - Recruitment and retention issues in some roles across the council (e.g. social work and planning) and evidence to show this has links to our pay and benefits package;
 - Our workforce equalities profile is not reflective of the community we serve, and whilst some improvements had been made, these had been slow and not kept pace with the changing make-up of our community; for example 6.86% of staff were from a BME background against a target of 9.1% taken from the 2011 census (see **Appendix 3a and b**);
 - An ageing workforce who may require additional health and wellbeing support, and difficulty attracting younger staff through our recruitment processes. Over 40% of the workforce in March 2018 were over 50, whilst less than 10% were under 30 (see **Appendix 3a**).
- 3.6 The LGA peer review (April 2017) acknowledged the important role that our trade unions play in the future of the organisation, but that the need to improve relationships was recognised by all. The development of Our People Promise through co-creation is key to this. We are working jointly with our trade unions on shared aims such as improving the wellbeing of our workforce, and increasing the informal resolution of disputes through early intervention and the use of mediation.

Approach

- 3.7 A key under-pinning for this work has been its co-creation theme - with staff and other stakeholders to ensure we are creating something sustainable and meaningful, rather than a 'top down' programme that staff may struggle to buy

into. Stakeholders here include representatives from both trade unions and the Workers Forums, officers from the front-line and 'back office', managers, and representatives from the HR, equalities, communications and public health teams.

Measuring success

- 3.8 The activity that underpins Our People Promise is measured against a series of indicators which show how our employment offer and the experience of staff is improving (**Appendix 4**). These measures include absence rates which have reduced by 4.4% over the last year, and formal casework where a reduction of 15% in formal grievance case work has been achieved.
- 3.9 Our 2019 staff survey shows improvement in staff satisfaction and engagement, which continues a trend of improvement since 2015 (see **Appendix 5**). Of particular note are:
- An 11% increase in positive responses to the statement 'I feel valued by the organisation'.
 - A 10% increase in positive responses to the statement 'I believe the organisation cares about employee health and wellbeing'.
- 3.10 The diversity profile of the organisation continues to improve (see appendix 3), but much more slowly than is desirable. We have recently launched our Fair and Inclusive action plan (see **Appendix 6**), developed in partnership with our staff and Trade Unions to more proactively address issues related to our workforce profile and the experience of staff from minority groups, in particular BME and disabled staff. Progressing with this plan will be a priority over the coming year.

Key activities to build on

- 3.11 Experience to date has shown that there are a number of work streams which have had a real impact. Examples under each include:
- Wellbeing** – the launch of an information sharing sessions on menopause for both women, and also for managers in supporting their staff through the menopause. this received very positive feedback and has opened up a topic that was previously not openly discussed;
- Reward** – the launch of 'My Staff Shop', a benefits portal providing staff greater access to discounts and offers;
- Fair and Inclusive** – embedding our offer of mediation and achieving a 15% reduction in formal grievance casework;
- Development** – the launch of a Leadership Development programme and a new rated performance process to improve the quality of leadership across the organisation;
- Good place to work** – the launch of a new recruitment system that makes our jobs more accessible and allows for the anonymization of applications to support progress with recruiting a diverse workforce.
- 3.12 Other priorities for Our People Promise over the coming year include:

- The full roll-out of the Leadership Development programme, and developing the wider management development offer, including the mandatory training that newly appointed managers will undergo;
- Developing proposals as part of our pay review work, which will include options for changes to our pay line and other non-pay benefits for member consideration;
- Refreshing the wellbeing activity to focus on sleep, mental health, financial wellbeing and pensions and to carry out a wellbeing survey in January 2020;
- Implementation of the Fair and Inclusive action plan, focusing initially on a campaign around racism co-created with our BME workers forum.

Appendix 7 has more detail of the full work programme.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 Our People Promise is supported by modernisation funding (see financial implications), HR resources, and support from other teams across the council. The possibility of engaging external support was considered, but this option would be more costly and less sustainable. In addition, our commitment to co-creation with staff is seen as vital to its success – in preference to, for example, using external consultants which risks expertise not being internally embedded. Our People Promise is not intended as a one-off piece of work, rather a programme that will continue and iterate in response to new challenges that emerge over time.
- 4.2 The option of leaving our employer offer as it was does not address the issues identified in **Section 3**, and would have a detrimental impact on staff.
- 4.3 It is therefore concluded that this work should be progressed with existing resources, supplemented as necessary with regard to specific projects by modernisation funding. Any additional funding is subject to a business case and ongoing governance by the Corporate Modernisation Delivery Board and Members Modernisation Oversight Group.

5. COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 Engagement has taken place with our recognised trade unions, a range of staff via focus groups, our workers forums and the council's leadership teams.
- 5.2 The Fair and Inclusive Plan includes a community engagement work stream, and further work is planned with communities to encourage applicants for council jobs from diverse backgrounds.
- 5.3 The 2019 staff survey and 2018 wellbeing survey also provide an important source of information from which to prioritise work, and a higher than ever response to the survey was achieved by collaboration with union and forums to encourage completion.

6. CONCLUSION

- 6.1 The available information shows that Our People Promise is having a positive impact on staff and the wider organisation. The views of members on the plans outlined in **Appendix 7** are sought.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 During 2019/20 the development of 'Our People Promise' will be supported by up to £0.200 million modernisation funding within the available funding envelope approved by full Council in February 2019, which is a continuation of the same level of modernisation funding available in 2018/19. Any support will be subject to approval of a business case by the Corporate Modernisation Delivery Board (CMDB) as required by full Council. **Appendix 8** shows the main areas of expenditure or committed spend from April 2018 to March 2020. The business case will identify the performance measures and indicators by which success will be monitored, and are summarised in **Appendix 4**. There are no other financial implications arising from this work which will be supported from existing resources across the organisation.

Finance Officer Consulted: Nigel Manvell

Date: 28/06/19

Legal Implications:

- 7.2 The Council is under a statutory duty to promote equality of opportunity and to eliminate discrimination (the Public Sector Equality Duty). The implementation of Our People Promise would be evidence of the Council's compliance with that duty.

Lawyer Consulted: Carol Haynes

Date: 24/5/18

Equalities Implications:

- 7.3 The Our People Promise (OPP) programme is designed to underpin central elements of the council's equality, diversity and inclusion agenda in relation to staff, customers and the city.
- 7.4.1 The council has a role as civic leader, with legal duties to eliminate discrimination, advance equality of opportunity and foster good relations. All communities in the city need to be confident that their voices are represented, know that services meet their needs fairly, and feel that the council is an employer of choice.
- 7.4.2 Where staff have a better understanding of the needs and assets of diverse communities (from their own experience and through learning and development) they provide better services: in more appropriate, accessible and inclusive ways. They are also more likely to get it right first time.

- 7.4.3 Staff of diverse backgrounds and experiences bring diverse perspectives and strengths. At a time of significant change and financial pressure for the council this is a vital asset that promotes creativity and innovation contributing to ensuring we are a modern council.
- 7.4.4 All staff must be confident that they can be themselves at work and feel valued and a sense of belonging, supported by an inclusive culture that identifies and removes barriers and creates opportunities and career development and progression.
- 7.4.5 The OPP work programme will support all these aims and bring benefits to council employees as well as to the reputation of, and trust and confidence in the council across the city.

Sarah Tighe-Ford

Sustainability Implications:

- 7.5 None identified

SUPPORTING DOCUMENTATION

Appendices:

1. OPP work completed in 2018/19
2. 2018/19 sickness data
3. Workforce equality profile
4. Measures for Our People Promise
5. Staff survey results
6. Fair and Inclusive Action Plan
7. High level work plan 2019/20
8. OPP Budget spend



We promise
to support your
wellbeing at work



We promise
that we will be a fair and
inclusive place to work



We promise
to say "well done", recognise
and reward you for great work



We promise
you opportunities
to do your best



We promise
you a good place to work so
we can do the best for the city

Our People Promise has been developed in collaboration and based on evidence to improve our employment offer to ensure:

- We are able to recruit and retain the staff needed to deliver services and meet the diverse needs of the city's residents and visitors;
- the council is a high performing organisation;
- there is an inclusive working environment where there is equality of opportunity;
- there is a culture that supports staff to be their best.

Our
People
Promise





Our People Promise has 5 work-streams designed to improve our employment offer and the performance of the organisation. Each has a programme of activity and involves a wide range of staff, TU colleagues and staff Forums. Our actions include:

- Roll-out of a Leadership Development Programme
- A new behaviour framework
- A coaching and mentoring offer
- A well workforce survey to inform our wellbeing work
- Menopause awareness training
- Health checks for City clean and other front line staff
- Support for carers
- Men's health campaign
- Resilience and mental health training
- A mediation offer and a focus on early resolution
- Collaborative development of a Fair and Inclusive action plan to address issues of discrimination
- New methods of recruitment to make our jobs more accessible
- A new benefits package
- Initial work complete on a pay review
- Big Difference Awards to recognise great work
- Launch of a volunteering strategy
- Pensions awareness sessions
- A staff survey to inform our next steps (results due in May)
- Using our workforce data to measure our performance



Appendix 2 – Sickness Days Lost 2015/16 – 2018/19

	2015/16	2016/17	2017/18	2018/19	Apr 18 – Mar 19	RTW Compliance
	Sickness days lost	Sickness days lost	Sickness days lost	Sickness days lost	% Reduction over last year	
BHCC	11.05	10.59	10.57	10.08	4.43%	72.2%
Health & Adult Social Care		12.97	14.21	12.56	11.61%	66.8%
Families Children & Learning		10.87	9.67	9.27	4.13%	67.8%
Neighbourhoods Communities & Housing		9.5	10.62	10.42	1.88%	74.3%
Economy Environment & Culture		11.1	11.31	11.89	-5.12%	82.9%
Finance & Resources		8.7	7.56	7.08	6.34%	73.4%
Strategy Governance & Law		7.3	7.35	4	44.31%	79%
NB: BHCC sickness target is 9.7 days lost per person (average)						

Top Reasons for sickness absence

	2018/19
Stress / Mental Health	24.62%
Musculo-skeletal	12.31%



Workforce Equality Profile - As at end of March 2018 - BHCC

		Ethnicity				Disability		LGBT		Sex Profile		
		Targets		1.60%	8.80%	9.10%	8.0%		13%		53.60%	46.40%
Grade	BHCC	White - British	White - Irish	White - Other	BME	No disability	Disability	Heterosexual	LGBT	Male	Female	
	Lower (Scale 6 and below)	82.36%	1.81%	8.74%	7.08%	92.46%	7.54%	89.18%	10.82%	44.67%	55.33%	
	Middle (SO1/2 to M9)	86.06%	2.91%	4.62%	6.41%	92.42%	7.58%	87.29%	12.71%	34.09%	65.91%	
	Upper (M8 and above)	87.45%	1.30%	3.46%	7.79%	95.13%	4.87%	86.00%	14.00%	40.63%	59.38%	
Contract	BHCC	White - British	White - Irish	White - Other	BME	No disability	Disability	Heterosexual	LGBT	Male	Female	
	Permanent	84.88%	2.31%	6.42%	6.39%	92.45%	7.55%	88.34%	11.66%	40.56%	59.44%	
	Temporary/Seconded/Fixed Term	76.38%	1.57%	10.24%	11.81%	94.32%	5.68%	86.72%	13.28%	37.63%	62.37%	

Data excludes schools staff.
 Data includes contracted staff only, including temporary and fixed term staff.
 All graphs are based on data where respective characteristics data is known.
 Unknown graphs represent data where information is unknown or not provided at all.
 Records where staff declined to specify is within the known data.

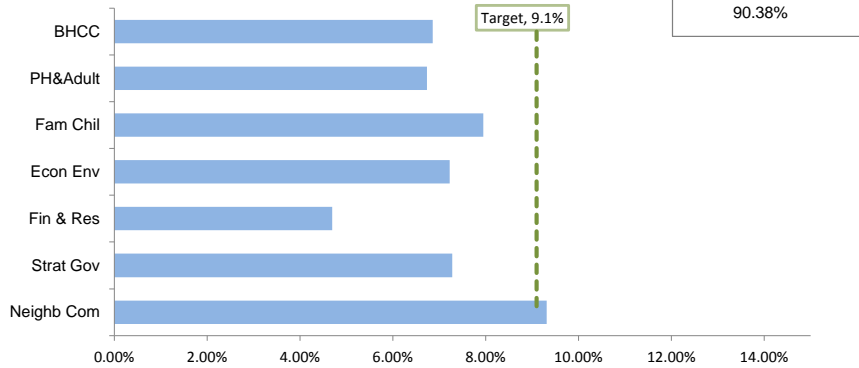
Traffic Light System (below): Grade and Contract are measured against the target.

above target	below target	within 10% below target
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Workforce Equality Profile - As at end of March 2018 - BHCC

Ethnicity Profile

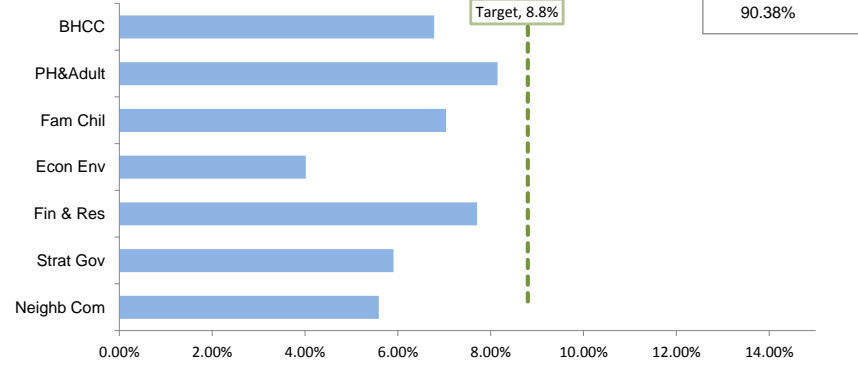
BME Profile



Known data:

90.38%

White Other Profile



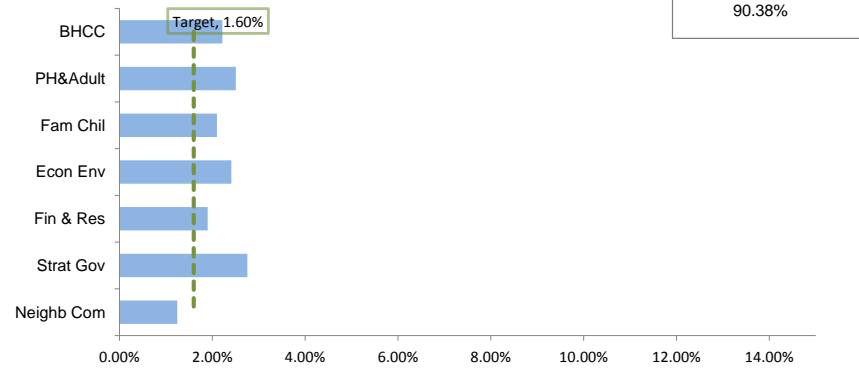
Known data:

90.38%

	BHCC	PH&Adult	Fam Chil	Econ Env	Fin & Res	Strat Gov	Neighb Com
BME	6.86%	6.74%	7.95%	7.23%	4.69%	7.28%	9.32%

	BHCC	PH&Adult	Fam Chil	Econ Env	Fin & Res	Strat Gov	Neighb Com
White - Other	6.78%	8.15%	7.04%	4.02%	7.71%	5.91%	5.59%

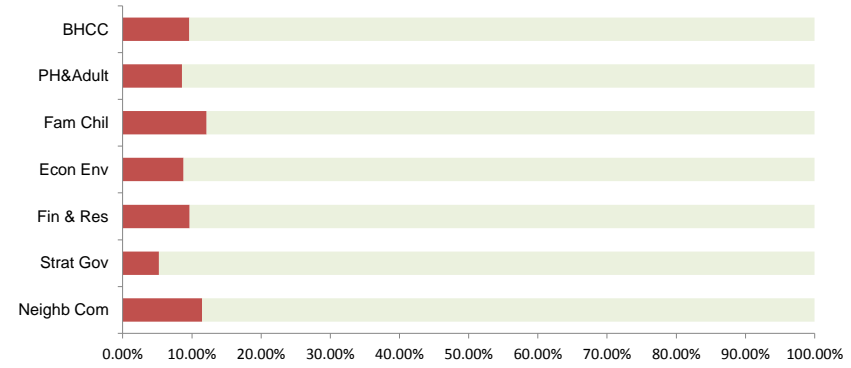
White Irish Profile



Known data:

90.38%

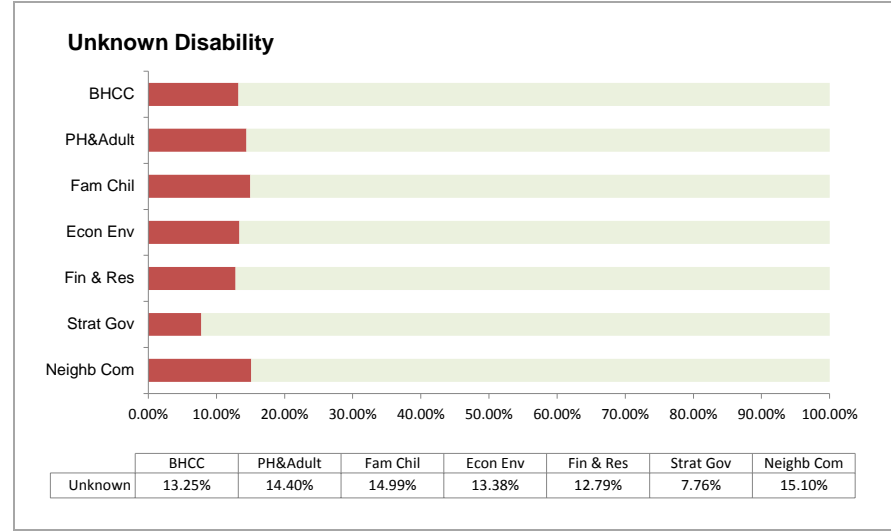
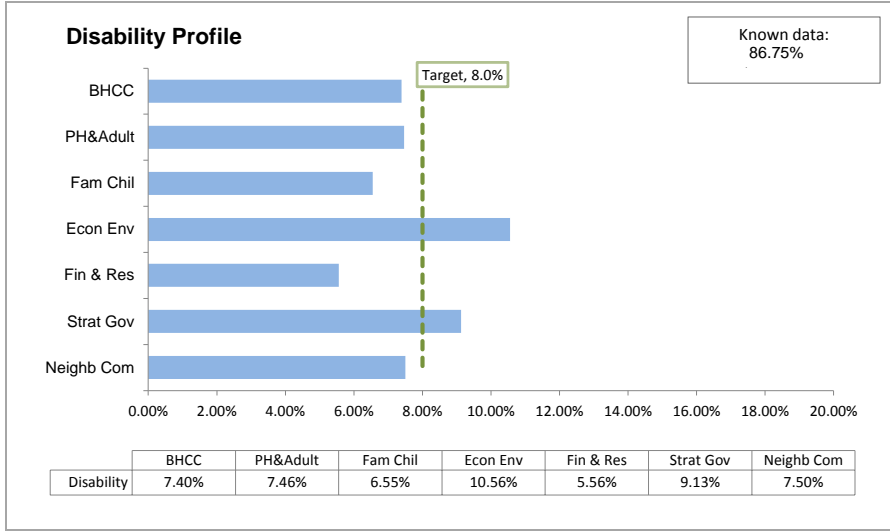
Unknown Ethnicity



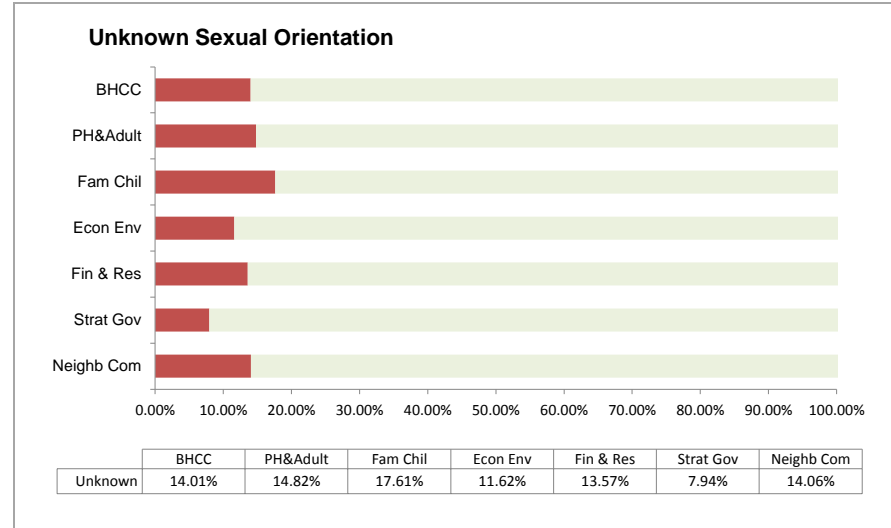
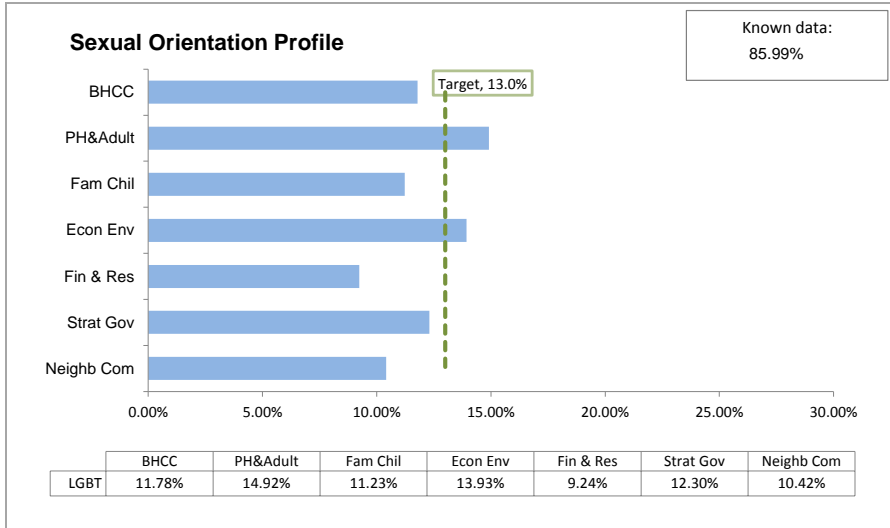
	BHCC	PH&Adult	Fam Chil	Econ Env	Fin & Res	Strat Gov	Neighb Com
Unknown	9.62%	8.59%	12.13%	8.80%	9.69%	5.23%	11.46%

Workforce Equality Profile - As at end of March 2018 - BHCC

Disability Profile

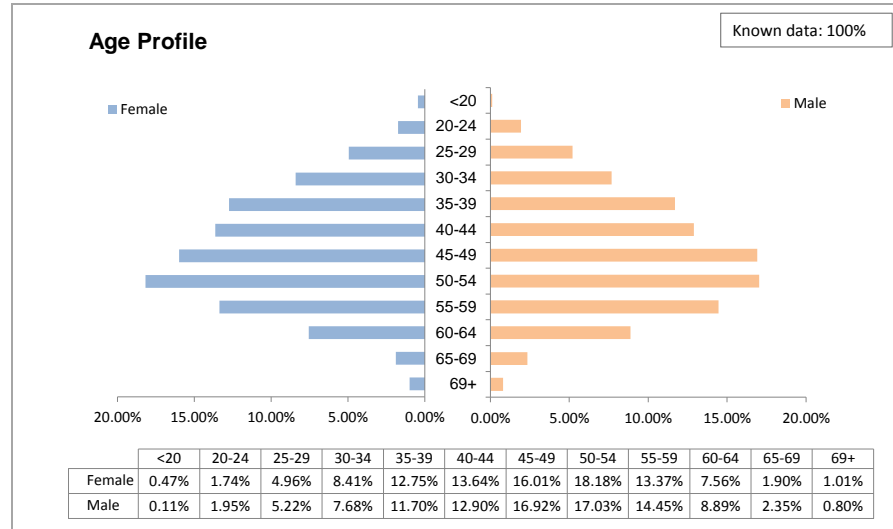
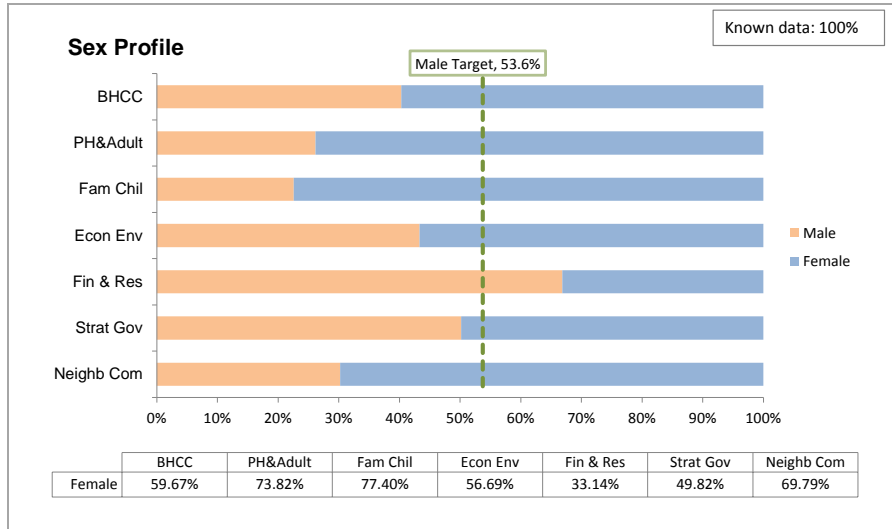


Sexual Orientation Profile

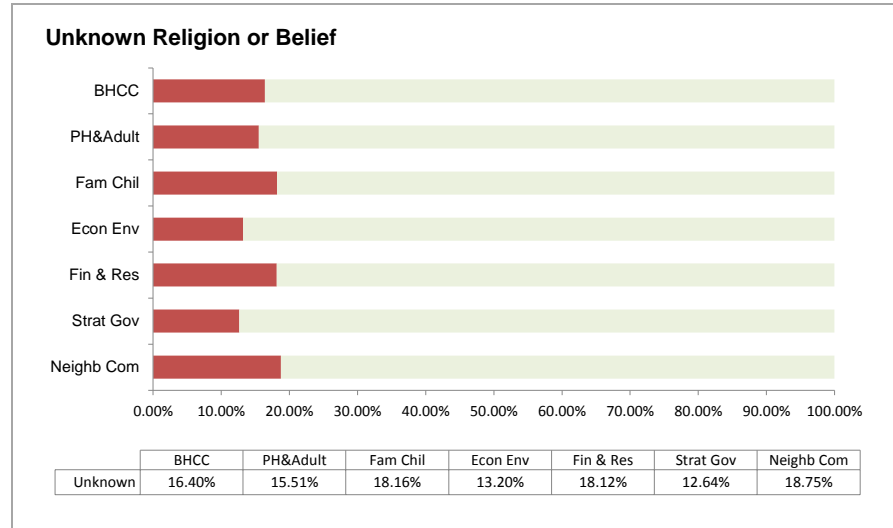
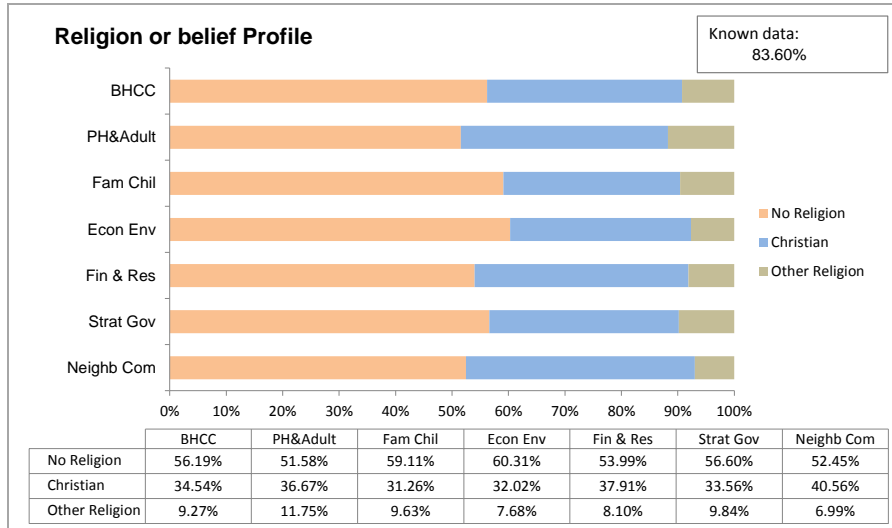


Workforce Equality Profile - As at end of March 2018 - BHCC

Sex Profile and Age Profile



Religion or Belief Profile



Appendix 4 – Equality trend data 2016/17 – 2018/19

Workforce Equalities Profile	BME Profile (Target 9.1%)	Disability Profile (Target 8.0%)	LBGT Profile (Target 13%)	Sex Profile % Female (No target)	
BHCC	2018/19	7.37%	7.62%	12.51%	59.80%
	2017/18	6.86%	7.40%	11.78%	59.67%
	2016/17	6.70%	7.36%	11.97%	59.48%
Health & Adult Social Care		7.77%	7.41%	14.98%	73.59%
		6.74%	7.46%	14.92%	73.75%
		6.73%	7.38%	14.58%	73.17%
Families Children & Learning		9.01%	6.87%	11.73%	78.02%
		7.95%	6.55%	11.23%	77.47%
		8.28%	6.27%	11.25%	76.93%
Neighbourhoods Communities & Housing		6.46%	10.24%	16.02%	55.70%
		7.23%	10.56%	13.93%	56.54%
		6.63%	10.87%	14.22%	54.51%
Economy Environment & Culture		5.41%	6.16%	10.06%	33.84%
		4.69%	5.56%	9.24%	33.37%
		4.01%	6.01%	9.34%	32.79%
Finance & Resources		7.17%	9.43%	11.80%	50.99%
		7.28%	9.13%	12.30%	49.91%
		6.81%	8.71%	13.15%	50.27%
Strategy Governance & Law		8.93%	7.23%	12.50%	70.56%
		9.32%	7.5%	10.42%	70.00%
		9.43%	7.01%	11.03%	66.67%

Our Fair and Inclusive Action plan is focused on addressing the diversity of our workforce:

- Significantly below target on BME representation in the workforce;

Our action plan addresses:

- Accountability and consequence
- Learning and Development
- Recruitment, retention and progression
- Communities



Appendix 5

Benefit	Measurement	Baseline July 2018	Baseline explanation	Target	Target explanation	2019 result	Owner	Measurement Frequency	Where reported
Increase in staff satisfaction	Staff Survey: I feel valued by the organisation	36%	2017 staff survey figure	46%	10% identified as significant shift	47%	Alison McManamon	Bi-Annual	Staff Survey
	Staff Survey : “I feel there is a clear sense of direction in the organisation”	37%	2017 staff survey figure	47%	10% identified as significant shift	41%	Geoff Raw	Bi-Annual	Staff Survey
	Staff Survey: “Changes in my service are led, managed and supported in an open way”	46%	2017 staff survey figure	56%	10% identified as significant improvement	50%	Alison McManamon	Bi-Annual	Staff Survey
	Staff Survey: “The council feels like one big team working collaboratively for the good of our customers”	23%	2017 staff survey figure	33%	10% identified as significant improvement	26%	Geoff Raw	Bi-Annual	Staff Survey

Appendix 5

Benefit	Measurement	Baseline July 2018	Baseline explanation	Target	Target explanation	2019 result	Owner	Measurement Frequency	Where reported
Improved staff wellbeing	Days lost to sickness per year	10.95	Days per employee per annum 16/17	9.3	15% reduction	10.09	Alison McManamon	Quarterly	FirstCare/PIER
	Improved results in staff wellbeing survey	2018 survey will be measured against 2020 survey					Dave Kuenssberg		
	Staff survey: I believe the organisation cares about employee health and wellbeing	53%	2017 staff survey figure	63%	10% identified as significant improvement	63%	Dave Kuenssberg	Bi-Annual	Staff Survey
A more diverse workforce	Improvement in workforce diversity	Various diversity targets	These are set out in our Corporate Performance Indicator Report	As already set	Council's workforce is monitored against targets set in relation to the make-up of the city's population		Alison McManamon	Annual (& quarterly in OPD reports)	Corporate Performance Indicator Report to ELT & annual Workforce Equalities Report

FAIR & INCLUSIVE ACTION PLAN OVERVIEW

Theme	Key Outputs	Measures
<i>Accountability & Consequences</i>	Staff understand expectations and consequences of behaviour, are confident to speak up and know where to access support	Staff survey
	Early intervention & mediation to prevent formal processes	Number of mediation cases
	Working with our Trade Unions	Number of HRAS cases
	Accountability of leaders ensured via a sound performance management framework	Timely resolution of casework
	Fair and more consistent application of formal employment procedures	Exit interview data Feedback from forums Leadership appraisal process
<i>Learning & Development</i>	An effective and comprehensive equality & diversity training offer	Staff survey
	Mandatory induction with clear expectations of behaviour	L&D data - compliance, evaluation PDPs
	Positive action initiatives to develop and retain under-represented groups	Workforce profile
<i>Recruitment, retention & progression</i>	Robust and inclusive recruitment processes that are reviewed regularly for effectiveness	Recruitment data
	Fair and more consistent application of secondment and redeployment procedures including positive action initiatives where applicable	Workforce profile
	Inclusive workforce & outreach strategy to raise employer brand and engage applicants from diverse communities across the city	Staff survey
	Wider use of behaviour-based interviews	Exit data
<i>Communities</i>	Services across the council understand and respond effectively to communities they work with and the changing demographic of the city	Staff survey
	The council has a reputation as a leader for equality and inclusion and community cohesion in the city, engaging in a joined up way with cultural events across the city	Workforce profile
	Council staff are aware of and engaging with volunteering opportunities available to enable them to work with different communities across the city	Recruitment data
	The council has a reputation in Schools, College, and HE as a leader for equality and inclusion and an employer of choice in the city for young people	Number of community engagements City Tracker

1. ACCOUNTABILITY AND CONSEQUENCES

Key Outputs	Activities
1.1 Staff understand expectations and consequences of behaviour, are confident to speak up and know where to access support	<p>Refresh the Behaviour Framework</p> <p>Design and launch a zero tolerance campaign including creation of a safe space for issues to be raised</p> <p>Provide development to the Leadership Network to ensure they understand their role in leading the equality agenda</p>
1.2 Early intervention and mediation to resolve issues where appropriate	<p>Provide specialist equalities training for HR advisers, mediators and investigators</p> <p>Re-launch and embed the mediation process</p>
1.3 Working with our Trade Unions	Actions to be developed
1.4 Accountability of leaders ensured via a sound performance management framework	<p>Incorporate an equalities measure into the rated appraisal process for leadership roles</p> <p>Incorporate equalities measures into the service performance management framework</p>
1.5 Fair and more consistent application of formal employment procedures	<p>Identify members who will sit as part of appeal hearings, and provide comprehensive equalities training</p> <p>Define the role of member equality 'champions' and provide a clear terms of reference to the member advisory group</p>

2. LEARNING AND DEVELOPMENT

Key Outputs	Activities
2.1 An effective and comprehensive equality & diversity training offer	<p>Develop golden thread of E&D through all training from recruitment onwards</p> <p>Use the staff survey results to identify teams that may require bespoke Learning and Development interventions to address issues identified by the survey</p> <p>Use PDP/annual review to identify individual learning needs in relation to equality and diversity and provide bespoke training as needed</p>
2.2 Mandatory induction with clear expectations of behaviour	<p>Communicate values and behavioural expectations explicitly as part of the recruitment process and during induction</p> <p>Use probationary review to monitor compliance and allow new starter to feed back confidentially. Align training completion with review dates</p>
2.3 Positive action initiatives to develop and retain under-represented groups	<p>Identify and offer targeted job shadowing / mentoring / acting ups / secondment opportunities with clear development objectives - internally and externally, e.g. with Equip partners</p> <p>Make secondments fairer, accessible and communicated more widely and consistently</p> <p>Use data analysis to ensure positive action is applied and communicated transparently to the whole organisation</p>

3. RECRUITMENT, RETENTION AND PROGRESSION

Key Outputs	Activities
<p>3.1 Robust and inclusive recruitment processes that are reviewed regularly for effectiveness</p>	<p>Mandatory training for everyone on interview panels with enforced compliance monitoring, including revised unconscious bias training</p> <p>Develop and offer brief recruitment training refresher sessions</p> <p>Review Job Descriptions and Person Specifications at recruitment planning stage to ensure accessibility to all</p> <p>Provide targetted support and data driven interventions during recruitment to key service areas where there is under-representation</p>
<p>3.2 Fair and more consistent application of secondment and redeployment procedures including positive action initiatives where applicable</p>	<p>Targeted support for underrepresented groups identifying development needs/aspirations via PDPs</p> <p>Consider how redeployment options could be used to promote diversity and what impact the process has on achieving our aims for a diverse workforce</p>
<p>3.3 Inclusive workforce & outreach strategy to raise employer brand and engage applicants from diverse communities across the city</p>	<p>Identify technical and managerial pathways for under-represented groups notably young people & with schools</p> <p>Provide support for under-represented groups to boost confidence in application and interview skills</p> <p>Hold service/team open days with active team members and HR support to attract recruits engaging with potential applicants</p> <p>Engage with Comms team, forums and communities to design and develop diverse recruitment campaigns with corporate approach</p> <p>Collaborate with Equip partners to hold targetted citywide recruitment events</p>
<p>3.4 Wider use of behaviour based interviews</p>	<p>Explore use of behaviour based interviews across the organisation and use data analysis to target pilot area/service</p>

4. COMMUNITIES

Key Outputs	Activities
<p>4.1 Services across the council understand and respond effectively to communities they work with and the changing demographic of the city</p>	<p>Include a standing item on Directorate Equality Delivery Group (DEDG) agendas to discuss the city's population data and use insight about communities to inform knowledge and practice</p> <p>Embed an element that focuses on 'understanding our communities' into any learning and development in relation to equality and inclusion, and induction</p> <p>Involve individuals from local communities in the delivery of face to face learning and development opportunities for that staff so they can learn about different experiences</p> <p>Services to utilise existing council relationships with community and voluntary sector groups to support engagement with different communities when developing new services, commissions, or strategies</p>
<p>4.2 The council has a reputation as a leader for equality and inclusion and community cohesion in the city, engaging in a joined up way with cultural events across the city</p>	<p>Refine our approach to community engagement and development, enabled by the Third Sector Investment Programme, to bring our services closer to the communities they work with, particularly focussing on service-users from BME backgrounds.</p> <p>Develop a new communications and engagement plan for equality and inclusion (celebrating diversity and promoting key cultural or faith events), both internally with our workforce and externally with our communities, championed by council leader</p> <p>Work together with Workers Forums to plan, celebrate and promote key events, in physical locations across the council</p>
<p>4.3 Target staff volunteering around engagement with communities and promote volunteering in and out of work (use the Portal)</p>	<p>Raise awareness of the Employee Volunteering Scheme including opportunities available to work within different communities.</p> <p>Identify and promote new volunteering opportunities by working with council Workers Forums and with existing community and voluntary sector groups.</p>

4. COMMUNITIES

Key Outputs	Activities
4.4 The council has a reputation in Schools, College, and HE as a leader for equality and inclusion and an employer of choice in the city for young people	Ensure there is a council presence at careers and university fairs, and job markets Share information about upcoming careers fair opportunities at DMTs and encourage services to physically attend and promote upcoming recruitment opportunities Encourage and support our schools and colleges to celebrate diversity and promote cultural and faith events

Appendix 8

Total expenditure and committed spend for Our People Promise – 2018/19 & 2019/20

OPP Workstream	Project/Activity	Expenditure/Commitment
A Good place to Work	Branding and general communication	£3k
	Staff Survey	£15.5k
	Staffing Costs	£17.5k
Supporting wellbeing	NHS healthchecks, physical activity, venue hire and health campaigns	£17.5k
	Staffing Costs	£10k
Opportunities to do your best	360 appraisals	£12.2k
	Senior Leadership Development	£101k
	South East LGA Challenge	£8k
	Coaching	£6k
	Staffing costs	£29.5k
Saying 'Well done', recognition and reward	Staff Benefits (My Staff Shop) inc. volunteers, care leaver and shared lives workers	£25k
	EASIT membership	£4.5k
	Cost of backlog LSA awards	£30k
Fair & Inclusive	Global HPO/ Fair & Inclusive Action Plan	£25k
	Recruitment (Community Engagement)	£2.8k
	Mediation/Early resolution	£4.8k
	Staffing costs	£82k
Approx. Total committed/spent 2019/20 & 2020/21		£370k

Our People Promise Programme Plan	Activity	Who	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN
			2019									

WE PROMISE YOU A GOOD PLACE TO WORK SO WE CAN DO THE BEST FOR THE CITY

Communications and OPP Development	July Policy Resources & Growth (PRG) Committee OPP update (Alison Mc)	Elaine Sweetman				11						
	Develop Presentation for managers to ensure staff awareness of OPP benefits available (Elaine Sweetman)											
	Pilot presentations with Business Partners and Comms (Alan S)											
	Agree Comms Plan (including Workstyles) and implement roll-out of OPP communication sessions focussing on hard to reach groups											
	Review, evaluate and plan next steps											
Staff Survey 2019	Organisational results presented to ELT - 20 May	Felicity Scanlon/Elaine Sweetman		20								
	Dissemination of results to organisation - end of May											
	Leadership Network (Staff Survey organisational results) - 13 June				13							
	Organisational, directorate and team staff survey Action Plan developed											
	Review of Staff Survey											

WE PROMISE TO SUPPORT YOUR WELLBEING AT WORK

Wellbeing activity plan for July 2019 -February 2020	Produce activity plan for July-February											
NHS Health-checks	Launch health checks	Sam Simmonds										
Mental Health	Continue roll out of mental health for manager training	Alison Moore										
	World Mental Health Day - 10 October 2019											
	Establish and roll-out mental health champions											
Physical Activity	TBC	TBC										
Sleep	Role out 'science of sleep' training programme focussed initially on hard to reach groups	TBC										
Workplace Wellbeing Survey 2020	Revisit responses to 2018 wellbeing survey and reprioritise activity into activity plan (see above)	TBC										
	Plan wellbeing survey											
	Launch wellbeing survey, analyse results and devise updated action plan for wellbeing											
	Develop a list of national & local wellbeing campaigns											

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Our People Promise Programme Plan		Activity	Who	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	
		2019												
	LGA Challenge takes place													
Apprenticeships	Workshop on 7 May													
Coaching and mentoring offer	Coaching practice refresher	TBA												
	Coaching paper for relaunch													
	Source and train new mentors													
	Relaunch of Mentoring Programme													
	Relaunch of Coaching Offer													
Corporate Learning Programme offer (all staff/tier 5 managers and below)	TBC	Andrew Parfitt												
New Induction Programme	TBC	Elaine Sweetman												
Talent Mgt and Sucession planning	TBC	TBA												
Digital and commercial skills	TBC	Tracey												

WE PROMISE TO SAY WELL DONE, RECOGNISE YOU AND REWARD YOU FOR GREAT WORK

Pay & Reward	Reward Focus Groups and Outputs	Sally-Ann Russell?											
	Draft proposals and cost modelling												
	Member engagement												
	Progress with non -pay elements as agreed												
Staff Benefits	Review of success of My staff shop - Nov 2019	Sally-Ann Russell?											
	Report to ELT in December 2019												
Big Difference Awards	Big Difference Awards - event												
Flexible & Agile Workforce (ie Secondments)	Timeline and project plan to be developed - but work will be continous through 19/20	Laura Keogh											
	Review of Secondment Policy to start October 2019												

WE PROMISE THAT WE WILL BE A FAIR AND INCLUSIVE PLACE TO WORK

	Rollout of Behaviour Framework												
	Planning session for FIAP												
	City Clean Training												
	BMEWF/HRAS workshop												

Our People Promise Programme Plan		Activity	Who	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN
		2019											
Fair & Inclusive Action Plan	Global HPO report published with action plan	Alison McManamon/ Deborah Totney											
	Staff Survey results - targetted interaction/ training												
	Launch of F&I Action Plan												
	Zero Tolerance Campaign launch												
	Equalities Training for members who sit on appeals												
	Mediation refresh eg training												
	RPM training												
	Incorporate Equalities into the PMF Tiers 1-4												

Subject:	Transport for the South East (TfSE) Sub-national Transport Body – Formal Consultation on Draft Proposal To Government.		
Date of Meeting:	11th July 2019		
Report of:	Executive Director, Economy, Environment & Culture		
Contact Officer:	Name:	Mark Prior	Tel: 01273 292095
	Email:	mark.prior@brighton-hove.gov.uk	
Ward(s) affected:	All Wards		

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

- 1.1 On 18th March 2019 the Transport for the South East (TfSE) Shadow Partnership Board [SPB] approved a draft Proposal to Government for formal consultation, which is attached at Appendix 1 to this report.
- 1.2 The formal consultation period will close on 31 July 2019, and a final proposal will be recommended to the Shadow Partnership Board meeting on 19 September 2019.
- 1.3 The draft Proposal to Government is requesting statutory status for TfSE, which will require approval by Parliament. Transport for the North was the first Sub-national Transport Body (STB) to achieve statutory status in April 2018.
- 1.4 The statutory basis for an STB is set out in Part 5A of the Local Transport Act 2008 as amended by the Cities and Local Government Devolution Act 2016, which says that “the Secretary of State may by regulations establish a sub-national transport body for any area in England outside Greater London” (s102E(1)) and it goes on to set the conditions and limits for such arrangements.
- 1.5 The twin purposes for creating an STB are to facilitate the development of transport strategies and so promote economic growth for the area.
- 1.6 The legislation requires a new STB to be promoted by, and have the consent of, its constituent authorities, and that its Proposal to Government has been the subject of consultation within the area and with neighbouring authorities. TfSE has planned the formal consultation to take place between 3 May until 31 July 2019 and it is being carried out in a way that will meet this condition.

2. RECOMMENDATIONS:

- 2.1 That the Committee is recommended to welcome the draft proposal to establish a Sub-national Transport Body for the South East, to be known as Transport for the South East (TfSE);
- 2.2 That the Committee is recommended to agree that the detailed points set out in paragraph 6 of this report form the basis of the council's response to the Transport for the South East (TfSE) consultation document, and authorise the Chief Executive to submit the response on behalf of the council.

3. CONTEXT/ BACKGROUND INFORMATION

- 3.1 An STB is a corporate body, which may only be established by the Government's Secretary of State for Transport if it is considered that its establishment would facilitate the development and implementation of transport strategies for the area; and the objective of economic growth in the area would be furthered by the development and implementation of such strategies.
- 3.2 Sixteen upper tier local authorities in the South East have been working together since 2016 to develop a proposal for an STB. They are:

Bracknell Forest; Brighton & Hove; East Sussex; Hampshire; Isle of Wight; Kent; Medway; Portsmouth; Reading; Slough; Southampton; Surrey; West Berkshire; West Sussex; Windsor and Maidenhead; and Wokingham.
- 3.3 The existing Shadow Partnership Board also includes arrangements for involving the five Local Enterprise Partnerships [LEPs] (Coast to Capital, Enterprise M3, Solent, South East, Thames Valley Berkshire); two National Park Authorities (South Downs and New Forest); 44 Boroughs and Districts in East Sussex, Hampshire, Kent, Surrey and West Sussex; and the transport industry and end user voice in its governance.
- 3.4 These efforts have been acknowledged by the Government's Department for Transport [DfT], and a grant of £1 million was awarded to TfSE to fund the development of the emerging Transport Strategy for the area.
- 3.5 To achieve statutory status, TfSE is required to develop a Proposal to Government which will need to demonstrate the strategic case for the creation of an STB and set out how TfSE will fulfil the statutory requirements for such a body as outlined in the enabling legislation.
- 3.6 The draft Proposal will also need to identify the types of powers and responsibilities that the STB will be seeking, as well as identifying the proposed governance structures.

The Draft Proposal to Government

- 3.7 The draft Proposal to Government for formal consultation is attached at Appendix 1.
- 3.8 The draft proposal has the following headings:
- Executive Summary
 - Transport for The South East
 - The Ambition
 - Strategic and Economic Case
 - Constitutional Arrangements
 - Functions

Constitutional Arrangements

- 3.9 Each constituent authority will appoint one of their elected members or their elected mayor as a member of TfSE on the Partnership Board. It is intended that the regulations should provide for the appointment of persons who are not elected members of the constituent authorities to be co-opted members of the TfSE Partnership Board. Currently two LEPs, a representative from the Boroughs and Districts, the Chair of the TfSE Transport Forum and a representative from the protected landscapes in the TfSE area have been co-opted onto the Shadow Partnership Board.
- 3.10 A number of voting options were considered to find a preferred option that represents a straightforward mechanism, the characteristics of the partnership, and which does not provide any single authority with an effective veto. The starting point for decisions will be consensus, and if that can't be achieved then decisions will require a simple majority of those Constituent Bodies who are present and voting. Where consensus cannot be achieved the following matters will require enhanced voting arrangements:
- The approval and revision of TfSE's Transport Strategy;
 - The approval of TfSE's annual budget;
 - Changes to the TfSE constitution

The details of the voting arrangements are set out in full in Section 4 of Appendix 1 to this report.

Functions

- 3.11 The specific functions that TfSE is seeking as part of its Proposal to Government are set out in Section 6 of Appendix 1 to this report. The proposed powers will operate concurrently and with the consent of the constituent authorities. In outline these include the following:
- General STB functions relating to the preparation of a Transport Strategy, advising the Secretary of State and co-ordinating transport functions across the TfSE area (with the consent of the constituent authorities)
 - Being consulted on rail franchising and setting the overall objectives for the rail network in the TfSE areas
 - Jointly setting the Highways England's Road Investment Strategy (RIS) (for Trunk Roads and Motorways) for the TfSE area

- Obtaining certain highways powers which would operate concurrently and with the consent of the current highway authorities to enable regionally significant highway and sustainable transport schemes to be expedited
 - Securing the provision of bus services, entering into quality bus partnership and bus franchising arrangements
 - Introducing integrated ticketing schemes
 - Establish Clean Air Zones with the power to charge high polluting vehicles using the highway
 - Power to promote or oppose Bills in Parliament
 - Incidental powers to enable TfSE to act as a type of local authority.
- 3.12 The council has actively and constructively contributed to the development of TfSE through political support and membership of its SPB and Member Proposal Development Sub-Group. The representation has been at Chair of ETS Committee and Deputy Leader level and at senior officer level on TfSE Officer Group structures including its main Senior Officer Group, Transport Strategy Development Group, and Governance/Legal and Communications Groups. Brighton & Hove has also agreed annual contributions of £30,000 per annum alongside other unitary councils.
- 3.13 A Brighton & Hove officer has also recently been recruited to TfSE on full time secondment from the City Transport Division to lead on the development of TfSE's Transport Strategy.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 The council has been an active participant and member of the SPB since its inception and helped steer progression of a range of regional activities including development of its Transport Strategy, funding bids and prioritisation opportunities, the development of an Economic Connectivity Review (which is the first major component of the TfSE Transport Strategy), various responses to Government consultations and, importantly for the city and wider Greater Brighton City Region, securing the inclusion of key strategic, local transport links including the A259, A270 and A23 as part of the recently designated Major Road Network (MRN), and procuring the expert consultancy advice required to develop specific elements of the Transport Strategy.
- 4.2 Options relating to specific powers being sought contained within the draft Proposal to Government have been reviewed and recommended to the SPB by an elected Member sub-group that included Councillor Gill Mitchell, former Deputy Leader and ETS Committee Chair.
- 4.3 Not agreeing the recommendations within this report would likely reduce influence and the council's role in developing TfSE's Transport Strategy, minimise its voice over national issues with the Government, especially the Department for Transport and its agencies including Highways England and Network Rail, and jeopardise access to, or the success of, specific funding bid applications such as the current work to develop a Business Case for future MRN funding to secure over £20 million for the continuing renewal programme for the A259 Seafront Highway Structures ('Arches').

5. COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 TfSE's consultation is a full 12 week public consultation, which has been made available on the TfSE website and circulated to relevant stakeholders and independent Transport Forum. Constituent authorities and other TfSE partner organisations are encouraged to circulate the consultation document to their own stakeholders.
- 5.2 Prior to the formal consultation which started in May, informal meetings outlining the Draft Proposal and powers being sought were held individually with the council's Leadership Group and Executive Leadership Team conducted by Councillor Keith Glazier, Leader of ESCC and senior officers from TfSE. These meetings were hosted by the Chair of ETS Committee who was also on the Member Board that agreed the proposed powers and Proposal document.
- 5.3 The consultation period will close on 31 July 2019. During this time there will be ongoing dialogue with key partners and stakeholders about the content of the proposal. All constituent authorities will be expected to provide a formal response to the consultation.
- 5.4 A final proposal will be recommended to the SPB meeting in September 2019 and will be submitted to Government in November 2019. At this point formal consent will be required from all constituent authorities to signal their support for the creation of TfSE as a statutory body. This will require a further report to Full Council.
- 5.5 Once the Government has received the proposal from TfSE, there will be a period of three to six months while the Secretary of State considers the request. The Secretary of State will then formally respond to the TfSE proposal setting out the powers and responsibilities that have been granted to TfSE. Work will then begin on drafting the Statutory Instrument which will be laid before Parliament. It is anticipated that this will happen in late 2020. All constituent authorities will be required to give their consent to the creation of the statutory body following the formal response from the Secretary of State. Again, this will require a further report to this committee and Full Council.

6. CONCLUSION

- 6.1 TfSE provides an opportunity to support and deliver growth plans across the region through the development of a long-term strategy and a programme of transport measures to facilitate economic growth in a sustainable way, which will make the South East more competitive within national and international markets, and improve people's overall quality of life by accommodating housing and increasing job opportunities. By agreeing the recommendations to this report and supporting the Draft Proposal and the establishment of TfSE as a Statutory Body, the council and Greater Brighton City Region will benefit from the opportunities and potential funding that will be forthcoming, enabling them to further support joint ambitions with the LEPs and support delivery of Local Plans.

- 6.2 It would also enable the council to influence the prioritisation of investment by the major, national transport agencies such as Highways England and Network Rail in a way that has not been possible in the past.
- 6.3 TfSE will address some of the barriers to economic growth within the South East that have been held back by transport infrastructure shortcomings, most notably within the strategic infrastructure that is the responsibility of Network Rail and Highways England, but also in strategic, local infrastructure such as public transport, the cycle network and the electric vehicle charging point network as well as sustainable transport, improvements in air quality and carbon reduction fulfilling its social and environmental objectives. The STB would enable the council to more directly influence the priorities and programmes of the national agencies, so helping to secure delivery of longstanding transport infrastructure ambitions such as the essential improvements to the Brighton Main Line [BML].

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 TfSE has established an annual subscription of £58,000 per county and £30,000 per unitary authority. The council's annual contribution of £30,000 is, and will continue to be, funded from existing revenue resources within the City Transport service. The DfT has recently provided TfSE with a one-off grant of £1,000,000 towards the cost of the development of the Transport Strategy. There is a reasonable expectation that DfT will allocate some further core funding to TfSE once it has achieved statutory status, on the basis that constituent authorities will continue to make contributions. TfSE will also seek further capital funding from the DfT to take forward its technical work programme. It is anticipated that the TfSE would increase the likelihood of its members gaining access to external funding opportunities.

Finance Officer Consulted: Steven Bedford

Date: 22/05/19

Legal Implications:

- 7.2 The Cities and Local Government Devolution Act 2016 allows the Secretary of State to make Regulations to establish an STB as a corporate body for any area in England outside Greater London. Regulations can only be made if the Secretary of State considers that establishing an STB would facilitate the development and implementation of transport strategies for the area and that the effect of these strategies would be to promote economic growth in that area.
- 7.3 Before making a proposal to Government, the constituent authorities must undertake consultation, which is the subject of this report. Following the consultation, formal approval will be sought from Full Council to submit the final proposal in November 2019.

Lawyer Consulted: Elizabeth Culbert

Date: 22/05/19

Equalities Implications:

- 7.4 Consideration has been given to the potential for any adverse equalities impacts arising from the recommendations of this report. It is the view of officers that the recommendations included in this report do not have an adverse impact on any of the protected characteristics of people/communities identified in the Equalities Act 2010.

Sustainability Implications:

- 7.5 The TfSE Vision specifically refers to environmental protection and seeks to deliver on mitigating the impacts of Climate Change and reducing Carbon emissions. TfSE's governance arrangements include Board Membership on behalf of protected landscape areas, including the South Downs National Park Authority.
- 7.6 In terms of seeking improvements to Air Quality across the region, two of the specific functions sought by TfSE's Proposal to Government include creation of Clean Air Zones and the power to charge in connection with these zones. This is in recognition of the potential need to coordinate air quality improvement across local authority boundaries.

Any Other Significant Implications:

- 7.7 There are no additional significant implications associated with this report. Those associated with Public Health and Corporate/Citywide Implications are addressed within the main body of this report.

SUPPORTING DOCUMENTATION

Appendices:

1. TfSE Proposal to Government – Draft for Consultation.

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Documents in Members' Rooms

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1. None.

Background Documents

1. Minutes of TfSE SPB meetings
2. TfSE Economic Connectivity Review (2018)



Proposal to Government

Draft for consultation

March 2019

1. Executive summary

- 1.1 Transport for the South East is a sub-national transport body (STB) established to speak with one voice on the strategic transport priorities for the South East region.
- 1.2 Our aim is to support and grow the economy through the delivery of our transport strategy – a programme of integrated transport projects and programmes to unlock growth, boost connectivity and speed up journeys while improving access to opportunities for all and protecting and enhancing our region’s unique environment.
- 1.3 By operating strategically across the South East on transport infrastructure – a role that no other organisation currently undertakes on this scale – we will directly influence how and where money is invested and drive improvements for the travelling public and for businesses in a region which is the UK’s major international gateway.
- 1.4 Already we are commanding the attention of government, facilitating greater collaboration between South East local authorities, local enterprise partnerships (LEPs) and government to shape our region’s future.
- 1.5 Our next step is to become a statutory body, which we aim to achieve in 2020. This draft proposal will be subject to a public consultation from May to July 2019 before being submitted to Government by the end of 2019 for consideration.
- 1.6 Our draft proposal has been developed in partnership with TfSE’s members and stakeholders and represents a broad consensus on the key issues facing the region and the powers required to implement our transport strategy.
- 1.7 The constituent authorities and LEPs have steered the development of the proposal, with input from members of our Transport Forum, which brings together representatives of transport operators, transport users and other interest groups.
- 1.8 Our members and stakeholders are clear that a statutory sub-national transport body for the South East is vital if we are to successfully:
 - Increase our influence with Government and key stakeholders;
 - Invest in pan-regional strategic transport corridors;
 - Enable genuinely long-term planning; and
 - Support the delivery of jobs, housing and growth.
- 1.9 We have only proposed those powers for TfSE which are proportionate and will be effective in helping us achieve our strategic aims and objectives, complementing and building on the existing powers of local authorities.
- 1.10 These powers would enable us to deliver significant additional value at regional level through efficient and effective operational delivery, better coordination of pan-regional schemes and the ability to directly influence and inform national investment programmes.

2. The Ambition

“The South East is crucial to the UK economy and is the nation’s major international gateway for people and businesses.

“We will grow the South East’s economy by facilitating the development of a high quality, integrated transport system that makes the region more productive and competitive, improves access to opportunities for all and protects the environment.”

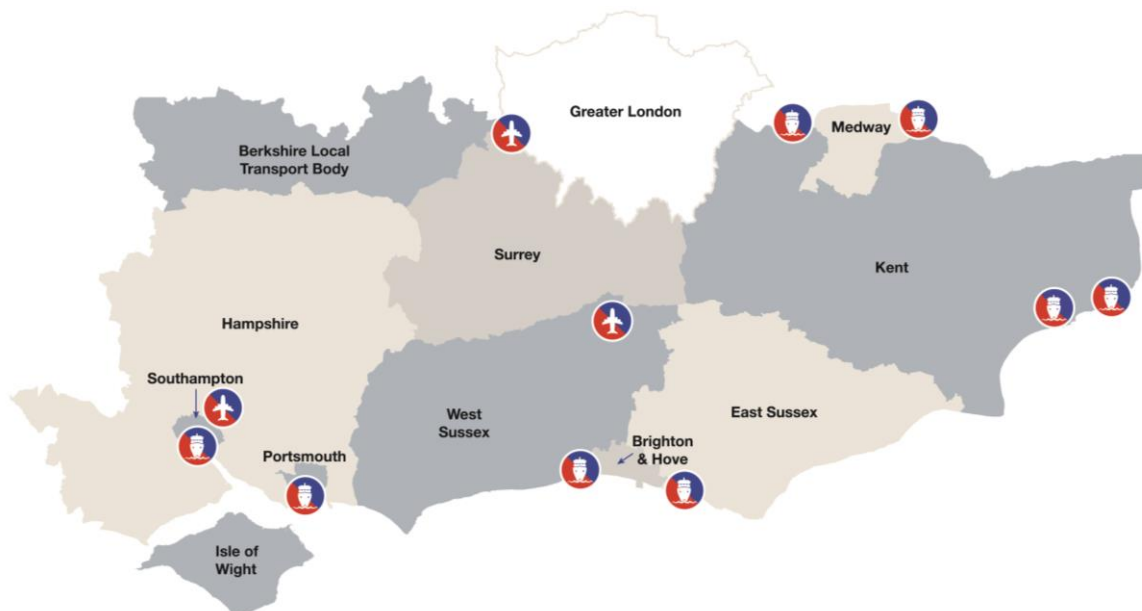
Transport for the South East vision statement

- 2.1 Transport for the South East (TfSE) was established in shadow form in June 2017. In the short period since, we have emerged as a powerful and effective partnership, bringing together 16 local transport authorities, five local enterprise partnerships and other key stakeholders including protected landscapes, transport operators, district and borough authorities and national agencies to speak with one voice on the region’s strategic transport needs.
- 2.2 Our shared vision is to ensure the delivery of a high quality, sustainable and integrated transport system that:
 - Supports increased productivity to grow the South East and UK economy and compete in the global marketplace;
 - Works to improve safety, quality of life and access to opportunities for all; and
 - Protects and enhances the South East’s unique natural and historic environment.
- 2.3 Our transport strategy, which covers the period to 2050, will form the basis for achieving that vision. It will be supported by a targeted investment plan which will identify how we can grow the GVA of the South East by up to £500 billion by 2050 and create almost three million additional jobs.
- 2.4 TfSE has already, in shadow form, added considerable value in bringing together partners and stakeholders to work with Government on key strategic issues, securing positive outcomes for the region in the Roads Investment Strategy 2 and Major Road Network consultation, influencing rail franchising discussions and providing collective views on schemes such as southern and western rail access to Heathrow.
- 2.5 The requirements within our draft proposal seek to provide TfSE with the initial functions and powers to move to the next stage of our development – to begin delivering the transport strategy and realising the benefits that a high quality, sustainable and integrated transport system can unlock for people, businesses and the environment.
- 2.6 We are clear that we only seek those powers and functions which are necessary to deliver our strategy and achieve our vision. Our requirements differ from those of other STBs and reflect the different geographic, economic, political, social and environmental characteristics of our region and the strategic objectives of TfSE and its partners.

3. The Strategic and Economic Case

The Transport for the South East area

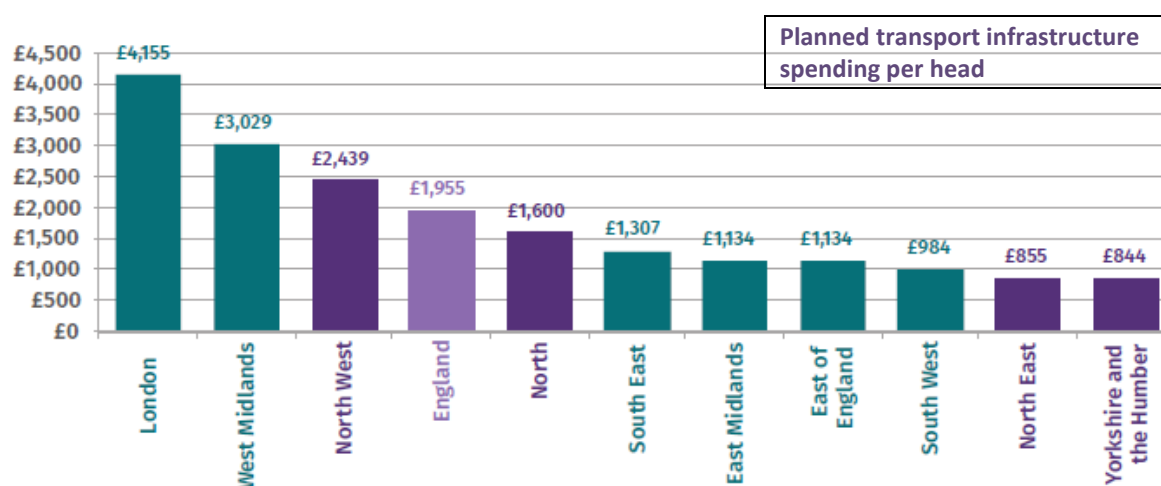
- 3.1 The South East is already a powerful motor for the UK economy, adding more than £200 billion to the economy in 2015 – second only to the contribution made by London and more than Scotland, Wales and Northern Ireland combined.
- 3.2 It is home to 7.5m people and 329,000 businesses including some of the world's biggest multinationals as well as a large number of thriving, innovative SMEs. It is a world leader in knowledge intensive, high value industries including advanced engineering, biosciences, financial services and transport and logistics.
- 3.3 The South East area includes both of the nation's busiest airports in Heathrow and Gatwick, a string of major ports including Southampton, Dover and Portsmouth, many of the country's most vital motorways and trunk roads and crucial railway links to London, the rest of Britain and mainland Europe.



- 3.4 The South East's international gateways support the economic wellbeing of the whole of the UK. As we withdraw from the European Union, they will be integral to supporting a thriving, internationally facing economy.
- 3.5 Half of all freight passing through Dover going on to other parts of the country. Southampton sees £71 billion of international trade each year and Portsmouth handles two million passengers a year. More than 120 million air passenger a year use Gatwick, Southampton and Heathrow airports.
- 3.6 Our people and infrastructure are not our only assets. With two national parks, numerous areas of outstanding natural beauty and much of the region allocated as green belt, the South East draws heavily on its unique and varied natural environment for its success. It offers outstanding beaches, historic towns, dynamic cities and unparalleled links to London, the UK, Europe and the rest of the world. It is, in short, an amazing place to live, work and visit.

The scale of the challenge and why change is needed

- 3.7 But we face a real challenge. Despite these enviable foundations – and in some cases because of them – our infrastructure is operating beyond capacity and unable to sustain ongoing growth.
- 3.8 Despite the economic importance of the region to the UK economy, contributing almost 15% of UK GVA (2015), the South East has seen continued underinvestment in transport infrastructure with a per capita spend that is significantly below the England average and a third of that in London.



Source: IPPR North analysis of HM Treasury and the IPA 2017a

*IPPR North analysis of planned central and local public/private transport infrastructure spending per capita 2017/18 onwards (real terms 2016/17 prices)

- 3.9 So while transport links to and from the capital are broadly good, elsewhere connectivity can be poor – even between some of our region’s major towns and cities. Train journey times between Southampton and Brighton (a distance of around 70 miles) are only marginally less than the fastest train journeys between London and Manchester. The corresponding journey on the A27 includes some of the most congested parts of the South East’s road network.
- 3.10 Underinvestment in road and rail infrastructure is making life harder for our residents and businesses. New housing provision is being hampered by the lack of adequate transport infrastructure. In our coastal communities, lack of access to areas of employment and further education and higher education are major contributors to high unemployment and poor productivity.
- 3.11 These are challenges that extend beyond administrative and political boundaries. They require TfSE to have the powers to effectively join up transport policy, regulation and investment and provide clear, strategic investment priorities which will improve connectivity into and across the region, boost the economy and improve the lives of millions.

The powers to achieve our vision

- 3.12 To enable us to achieve our vision through the efficient and effective delivery of the transport strategy, we propose that a range of functions exercisable by a local transport authority, passenger transport executive or mayoral combined authority are included in the regulations to establish TfSE on a statutory footing.
- 3.13 We have only sought those powers which we believe are proportionate and will be effective in helping us achieve our strategic aims and objectives, complementing and building on the existing powers of local authorities. The powers will be sought in a way which means they will operate concurrently with – and only with the consent of – the constituent authorities.
- 3.14 These powers would enable us to deliver significant additional value at regional level in three key areas:
- **Strategic influence:** Speaking with one voice and with the benefit of regional scale and insight to influence the development of national investment programmes; a trusted partner for government, Network Rail and Highways England.
 - **Coordination:** Developing solutions which offer most benefit delivered on a regional scale; working with partners and the market to shape the development of future transport technology in line with regional aspirations.
 - **Operational:** Accelerating the delivery of schemes and initiatives which cross local authority boundaries, ensuring strategic investment happens efficiently and that the benefits for residents and businesses are realised as soon as possible.

The benefits of establishing TfSE as a statutory body

- 3.15 **One voice for strategic transport in the South East**
TfSE will provide a clear, prioritised view of the region's strategic transport investment needs. We already offer an effective mechanism for Government to engage with local authorities and LEPs in the region; statutory status would take that a step further, enabling us to directly inform and influence critical spending decisions by Government and key stakeholders including Highways England and Network Rail.
- 3.16 **Facilitating economic growth**
The transport strategy will facilitate the delivery of jobs, housing and growth across the South East and further build on our contribution to UK GVA. Implementation of strategic, cross-boundary schemes, particularly investment in the orbital routes, will connect economic centres and international gateways for the benefit of people and businesses, regionally and nationally. TfSE also offers a route to engage with other sub-national transport bodies and Transport for London on wider cross-regional issues.
- 3.17 **Delivering benefits for the travelling public**
TfSE can support the efficient delivery of pan-regional programmes that will offer considerable benefits to the end user – for example, integrated travel solutions combined with smart ticketing will operate more effectively at a regional scale and can best be facilitated by a regional body than by individual organisations.

3.18 Local democratic accountability

Our transport strategy will be subject to public consultation and will, in its final form, provide a clear, prioritised view of investments agreed by all the South East's local transport authorities and with input from passengers, businesses and the general public. Delivery of the strategy will be led by the Partnership Board, comprising elected members and business leaders with a direct line of accountability to the people and organisations they represent.

3.19 Achieving the longer term vision

Securing statutory status offers TfSE the permanence and security to deliver the transport strategy to 2050, providing a governance structure that matches the lifecycle of major infrastructure projects. It will provide confidence to funders, enable us to work with the market to ensure the deliverability of priority schemes and support development of the skills needed to design, build, operate and maintain an improved transport network.

4. Constitutional arrangements

Requirements from legislation

Name

- 4.1 The name of the sub-national transport body would be 'Transport for the South East ("TfSE")' and the area would be the effective boundaries of our 'constituent members'.

Members

- 4.2 The membership of the STB is listed below:

Bracknell Forest Borough Council
Brighton and Hove City Council
East Sussex County Council
Hampshire County Council
Isle of Wight Council
Kent County Council
Medway Council
Portsmouth City Council
Reading Borough Council
Royal Borough of Windsor and Maidenhead Council
Slough Borough Council
Southampton City Council
Surrey County Council
West Berkshire Council
West Sussex County Council
Wokingham Borough Council

Partnership Board

- 4.3 The current Shadow Partnership Board is the only place where all 'constituent members' are represented at an elected member level¹. Therefore this Board will need to have a more formal role, including in ratifying key decisions. This would effectively become the new 'Partnership Board' and meet at least twice per annum. The Partnership Board could agree through Standing Orders if it prefers to meet more regularly.
- 4.4 Each constituent authority will appoint one of their councillors / members or their elected mayor as a member of TfSE on the Partnership Board. Each constituent authority will also appoint another one of their councillors / members or their elected mayor as a substitute member (this includes directly elected mayors as under the Local Government Act 2000). The person appointed would be that authority's elected mayor or leader, provided that, if responsibility for transport has been formally delegated to another member of the authority, that member may be appointed as the member of the Partnership Board, if so desired.
- 4.5 The Partnership Board may delegate the discharge of agreed functions to its officers or a committee of its members in accordance with a scheme of delegation or on an

¹ The six constituent members of the Berkshire Local Transport Body (BLTB) will have one representative between them on the Partnership Board.

ad hoc basis. Further detail of officer groups and a list of delegations will be developed through a full constitution.

Co-opted members

- 4.6 TfSE proposes that governance arrangements for a statutory STB should maintain the strong input from our business leadership, including LEPs and other business representatives. The regulations should provide for the appointment of persons who are not elected members of the constituent authorities but provide highly relevant expertise to be co-opted members of the Partnership Board.
- 4.7 A number of potential co-opted members are also set out in the draft legal proposal. Co-opted members would not automatically have voting rights but the Partnership Board can resolve to grant voting rights to them on such issues as the Board considers appropriate, for example on matters that directly relate to co-opted members' areas of interest.

Chair and vice-chair

- 4.8 The Partnership Board will agree to a chair and vice-chair of the Partnership Board. The Partnership Board may also appoint a single or multiple vice-chairs from the constituent members. Where the chair or vice-chair is the representative member from a constituent authority they will have a vote.

Proceedings

- 4.9 It is expected that the Partnership Board will continue to work by consensus but to have an agreed approach to voting where consensus cannot be reached and for certain specific decisions.
- 4.10 A number of voting options were considered to find a preferred option that represents a straightforward mechanism, reflects the characteristics of the partnership and does not provide any single authority with an effective veto. We also considered how the voting metrics provide a balance between county and other authorities, urban and rural areas and is resilient to any future changes in local government structures.
- 4.11 The steering group considered these options and preferred the population weighted option based on the population of the constituent authority with the smallest population (the Isle of Wight with 140,000 residents).
- 4.12 This option requires that the starting point for decisions will be consensus; if that cannot be achieved then decisions will require a simple majority of those constituent authorities who are present and voting. The decisions below will however require both a super-majority, consisting of three quarters of the weighted vote in favour of the decision, and a simple majority of the constituent authorities appointed present and attending at the meeting:
- (i) The approval and revision of TfSE's transport strategy;
 - (ii) The approval of the TfSE annual budget;
 - (iii) Changes to the TfSE constitution.
- The population weighted vote would provide a total of 54 weighted votes, with no single veto. A table showing the distribution of votes across the constituent authorities is set out in Appendix 1. This option reflects the particular circumstances of TfSE, being based on the population of the smallest individually represented constituent member who will have one vote, and only a

marginally smaller proportionate vote. It is considered that this option is equitable to all constituent authority members, ensures that the aim of decision making consensus remains and that smaller authorities have a meaningful voice, whilst recognising the size of the larger authorities in relation to certain critical issues.

- 4.13 The population basis for the weighted vote will be based on ONS statistics from 2016 and reviewed every ten years.
- 4.14 The Partnership Board is expected to meet twice per year. Where full attendance cannot be achieved, the Partnership Board will be quorate where 50% of constituent members are present.

Scrutiny committee

- 4.15 TfSE will appoint a scrutiny committee to review decisions made or actions taken in connection with the implementation of the proposed powers and responsibilities. The committee could also make reports or recommendations to TfSE with respect to the discharge of its functions or on matters relating to transport to, from or within TfSE's area.
- 4.16 Each constituent authority will be entitled to appoint a member to the committee and a substitute nominee. Such appointees cannot be otherwise members of TfSE including the Partnership Board.

Standing orders

- 4.17 TfSE will need to be able to make, vary and revoke standing orders for the regulation of proceedings and business, including that of the scrutiny committee. This will ensure that the governance structures can remain appropriate to the effective running of the organisation.
- 4.18 In regards to changing boundaries and therefore adding or removing members, TfSE would have to make a new proposal to Government under Section 102Q of the Local Transport Act 2008 and require formal consents from each constituent authority.

Miscellaneous

- 4.19 It may be necessary that certain additional local authority enactments are applied to TfSE as if TfSE were a local authority, including matters relating to staffing arrangements, pensions, ethical standards and provision of services etc. These are set out in the draft legal proposal.
- 4.20 TfSE also proposes to seek the functional power of competence as set out in section 102M of the Local Transport Act 2008.
- 4.21 TfSE will consider options for appointing to the roles of a Head of Paid Service, a Monitoring Officer and a Chief Finance Officer whilst considering possible interim arrangements.

Funding

- 4.22 TfSE will work with partners and the Department for Transport to consider a sustainable approach to establishing the formal STB and effectively and

expeditiously as possible, bearing in mind the considerable support among regional stakeholders for TfSE's attainment of statutory status.

Governance: Transport Forum and Senior Officer Group

- 4.23 The Partnership Board will appoint a Transport Forum. This will be an advisory body to the Senior Officer Group and Partnership Board, comprising a wider group of representatives from user groups, operators, District and Borough Councils as well as Government and National Agency representatives.
- 4.24 The Transport Forum will meet quarterly and be chaired by an independent person appointed by the Partnership Board. The Transport Forum may also appoint a vice-chair for the Transport Forum, who will chair the Transport Forum when the chair is not present.
- 4.25 The Transport Forum's terms of reference will be agreed by the Partnership Board. It is envisaged that the Transport Forum will provide technical expertise, intelligence and information to the Senior Officer Group and the Partnership Board.
- 4.26 The Partnership Board and Transport Forum will be complemented by a Senior Officer Group representing members at official level providing expertise and co-ordination to the TfSE programme. The Senior Officer Group will meet monthly.

5. Functions

TfSE's proposal is to become a statutory sub-national transport body as set out in section part 5A of the Local Transport Act 2008.

General functions

- 5.1 Transport for the South East proposes to have the 'general functions' as set out in Section 102H (1) including:
- a. to prepare a transport strategy for the area;
 - b. to provide advice to the Secretary of State about the exercise of transport functions in relation to the area (whether exercisable by the Secretary of State or others);
 - c. to co-ordinate the carrying out of transport functions in relation to the area that are exercisable by different constituent authorities, with a view to improving the effectiveness and efficiency in the carrying out of those functions;
 - d. if the STB considers that a transport function in relation to the area would more effectively and efficiently be carried out by the STB, to make proposals to the Secretary of State for the transfer of that function to the STB; and
 - e. to make other proposals to the Secretary of State about the role and functions of the STB. (2016, 102H (1))5.
- 5.2 The general functions are regarded as the core functions of a sub-national transport body and will build on the initial work of TfSE in its shadow form. To make further proposals to the Secretary of State regarding constitution or functions, Transport for the South East will need formal consents from each 'constituent member'.
- 5.3 Transport for the South East recognises that under current proposals the Secretary of State will remain the final decision-maker on national transport strategies, but critically that the Secretary of State must have regard to a sub-national transport body's statutory transport strategy. This sets an important expectation of the strong relationship Transport for the South East aims to demonstrate with Government on major programmes like the Major Road Network and Railway Upgrade Plan.

Local transport functions

- 5.4 Initial work has identified a number of additional powers that Transport for the South East may require that will support the delivery of the transport strategy. The table below provides an assessment of these functions.
- 5.5 The powers which are additional to the general functions relating to STBs will be requested in a way that means they will operate concurrently and with the consent of the constituent authorities.

Table 1: Proposed powers and responsibilities

POWER	RATIONALE
General functions	
<p>Section 102 H of the Local Transport Act 2008</p> <p>Prepare a transport strategy, advise the Secretary of State, co-ordinate the carrying out of transport functions, make proposals for the transfer of functions, make other proposals about the role and functions of the STB.</p>	<p>This legislation provides the general powers required for TfSE to operate as a statutory sub-national transport body, meeting the requirements of the enabling legislation to facilitate the development and implementation of a transport strategy to deliver regional economic growth.</p> <p>Government at both national and local level recognises that the solutions required to deliver regional economic growth are best identified and planned for on a regional scale by those who best understand the people and businesses who live and work there.</p>
Rail	
<p>Right to be consulted about new rail franchises</p> <p><i>Section 13 of the Railways Act 2005 – Railway Functions of Passenger Transport Executives</i></p>	<p>We are seeking the extension of the right of a Passenger Transport Executive to be consulted before the Secretary of State issues an invitation to tender for a franchise agreement.</p> <p>The right of consultation is significant to TfSE as it confirms our role as a strategic partner, enabling us to influence future rail franchises to ensure the potential need for changes to the scope of current services and potential new markets identified by TfSE are considered.</p> <p>TfSE is uniquely placed to provide a regional perspective and consensus on the priorities for rail in its area. This would benefit central government as a result of the vastly reduced need for consultation with individual authorities.</p> <p>We recognise that changes to the current franchising model are likely following the Williams Review; regardless of these changes, TfSE is clear that it should have a role in shaping future rail service provision.</p>
<p>Set High Level Output Specification (HLOS) for Rail</p> <p><i>Schedule 4A, paragraph 1D, of the Railways Act 1993</i></p>	<p>TfSE requires a strong, formal role in rail investment decision making over and above that which is available to individual constituent authorities. We act as the collective voice of our constituent authorities, providing an evidence-based regional perspective and consensus on the priorities for investment in our rail network.</p> <p>This power would enable TfSE to act jointly with the Secretary of State to set and vary the HLOS in our area,</p>

POWER	RATIONALE
	ensuring TfSE's aspirations for transformational investment in rail infrastructure are reflected in the HLOS and enabling an integrated approach across road and rail investment for the first time.
Highways	
<p>Set Road Investment Strategy (RIS) for the Strategic Road Network (SRN)</p> <p><i>Section 3 and Schedule 2 of the Infrastructure Act 2015</i></p>	<p>TfSE requires a strong, formal role in roads investment decision making over and above that which is available to individual constituent authorities. We act as the collective voice of our constituent authorities, providing an evidence-based regional perspective and consensus on the priorities for roads investment.</p> <p>This power would enable TfSE to act jointly with the Secretary of State to set and vary the RIS in our area, ensuring TfSE's aspirations for transformational investment in road infrastructure are reflected in the RIS and enabling an integrated approach across road and rail investment for the first time.</p>
<p>Enter into agreements to undertake certain works on Strategic Road Network, Major Road Network or local roads</p> <p><i>Section 6(5) of the Highways Act 1980, (trunk roads) & Section 8 of the Highways Act 1980 (local roads)</i></p>	<p>We are seeking the power that local highway authorities currently have to enter into an agreement with other highway authorities to construct, reconstruct, alter, improve or maintain roads.</p> <p>These powers, operated concurrently with the local authorities, will enable TfSE to promote and expedite the delivery of regionally significant cross-boundary schemes that otherwise might not be progressed. They would overcome the need for complex 'back-to-back' legal and funding agreements between neighbouring authorities and enable us to reduce scheme development time and overall costs.</p>
<p>Acquire land to enable construction, improvement, or mitigate adverse effects of highway construction</p> <p><i>Sections 239,240,246 and 250 of the Highways Act 1980</i></p>	<p>This power, exercisable concurrently and only with the consent of the relevant highway authority, would allow preparations for the construction of a highways scheme to be expedited where highway authorities are not in a position to acquire land.</p> <p>Land acquisition by TfSE could facilitate quicker, more efficient scheme delivery, bringing forward the economic and broader social and environmental benefits.</p>
<p>Construct highways, footpaths, bridleways</p>	<p>The concurrent powers required to effectively promote, coordinate and fund road schemes are vital to TfSE. Without them, we would not be able to enter into any</p>

POWER	RATIONALE
<p><i>Sections 24,25 & 26 of the Highways Act 1980</i></p>	<p>contractual arrangement in relation to procuring the construction, improvement or maintenance of a highway or the construction or improvement of a trunk road.</p> <p>Granting of these powers would enable TfSE directly to expedite the delivery of regionally significant road schemes that cross constituent authority boundaries that otherwise might not be progressed.</p>
Make capital grants for public transport facilities	
<p>Make capital grants for the provision of public transport facilities</p> <p><i>Section 56(2) of the Transport Act 1968</i></p>	<p>This concurrent power would enable TfSE to support the funding and delivery of joint projects with constituent local authorities, improving deliverability and efficiency.</p> <p>Constituent authorities would benefit from the granting of this concurrent power as they may, in future, be recipients of funding from TfSE to partly or wholly fund a transport enhancement within their local authority area.</p>
Bus service provision	
<p>Duty to secure the provision of bus services</p> <p><i>Section 63(1) Transport Act 1985</i></p>	<p>Local transport authorities and integrated transport authorities have a duty to secure the provision of such public passenger transport services as it considers appropriate and which would not otherwise be provided.</p> <p>Travel-to-work areas do not respect local authority boundaries. TfSE is seeking to have this duty concurrently with the local transport authorities in our area, enabling us to fill in identified gaps in bus service provision within our geography or secure the provision of regionally important bus services covering one or more constituent authority areas which would not otherwise be provided.</p>
<p>Quality Bus Partnerships</p> <p><i>The Bus services Act 2017 Sections 113C – 113O & Sections 138A – 138S</i></p>	<p>TfSE is seeking powers, currently available to local transport authorities and integrated transport authorities, to enter into Advanced Quality Partnerships and Enhanced Partnership Plans and Schemes to improve the quality of bus services and facilities within an identified area. These powers would be concurrent with the local transport authority in the area.</p> <p>This would allow us to expedite the introduction of partnership schemes covering more than one local transport authority area which otherwise might not be introduced.</p>

POWER	RATIONALE
<p>Bus service franchising</p> <p><i>The Bus Services Act 2017</i></p>	<p>This power, currently available to Mayoral Combined Authorities, would enable TfSE to implement bus service franchising in its area with the consent of the affected local transport authorities.</p> <p>We believe extending this power to STBs is consistent with the intention of the legislation in terms of delivering passenger benefit across travel-to-work areas and could enable a level of bus provision which otherwise would not exist. It would only be implemented with the consent of the local transport authority.</p>
<p>Smart ticketing</p>	
<p>Introduce integrated ticketing schemes</p> <p><i>Sections 134C- 134G & Sections 135-138 Transport Act 2000</i></p>	<p>We are seeking powers concurrently with local transport authorities to enable TfSE to procure relevant services, goods, equipment and/or infrastructure; enter into contracts to deliver smart ticketing and receive or give payments.</p> <p>This would enable us to expedite the introduction of a cost effective smart and integrated ticketing system on a regional scale which would dramatically enhance the journey experience and increase access to transport to support jobs and education.</p>
<p>Air quality</p>	
<p>Establish Clean Air Zones</p> <p><i>Sections 163-177A of the Transport Act 2000 – Road User Charging</i></p>	<p>Local transport authorities and integrated transport authorities have the power under the Transport Act 2000 to implement road charging schemes.</p> <p>TfSE is seeking this general charging power as a mechanism for the introduction of Clean Air Zones, enabling reduced implementation and operating costs across constituent authority boundaries. This will be subject to the consent of the local transport authority.</p> <p>Transport is a major contributor to CO2 emissions and poor air quality; these are increasingly critical issues which our transport strategy will seek to address.</p>
<p>Other powers</p>	
<p>Promote or oppose Bills in Parliament</p> <p><i>Section 239 Local Government Act 1972</i></p>	<p>Local authorities have the power to promote or oppose Bills in Parliament; granting the power concurrently to TfSE reflects the devolution agenda of which STBs are a key part.</p>

POWER	RATIONALE
	<p>Under the Transport and Works Act 1992, a body that has power to promote or oppose bills also has the power to apply for an order to construct or operate certain types of infrastructure including railways and tramways.</p> <p>Granting of this power would enable TfSE to promote, coordinate and fund regionally significant infrastructure schemes, accelerating delivery of cross-boundary schemes which might otherwise not be progressed.</p>
<p>Incidental amendments</p> <p><i>Local Government Act 1972, Localism Act 2011, Local Government Pension Scheme Regulations 2013</i></p>	<p>A statutory STB requires certain incidental amendments to enable it to operate as a type of local authority, with duties in respect of staffing, pensions, monitoring and the provision of information about TfSE.</p> <p>The incidental amendments sought are listed below in Appendix 2.</p>

Powers and responsibilities not being sought

5.6 Transport for the South East does not propose seeking the following functions/powers:

POWER	RATIONALE
Set priorities for local authorities for roads that are not part of the Major Road Network (MRN)	TfSE will only be responsible for identifying priorities on the MRN
Being responsible for any highway maintenance responsibilities	There is no intention of TfSE becoming involved in routine maintenance of MRN or local roads
Carry passengers by rail	There are no aspirations for TfSE to become a train operating company
Take on any consultation function instead of an existing local authority	Local authorities are best placed to seek the views of their residents and businesses
Give directions to a constituent authority about the exercise of transport functions by the authority in their area	Constituent authorities understand how best to deliver their transport functions to meet the needs of their residents and businesses

5.7 The Williams Review, to which TfSE have submitted a response, could recommend significant changes to the structure of the rail industry, including the role of STBs in both operations and infrastructure enhancement. As a result, we will keep the following functions under review pending the Williams recommendations and subsequent White Paper.

POWER	RATIONALE
Act as co-signatories to rail franchises	There are no current aspirations for TfSE to become involved in this area.
Be responsible for rail franchising	

6. Summary of support and engagement

- 6.1 The draft Proposal will be shaped and endorsed by the TfSE Shadow Partnership Board in March 2019 prior to the launch of the consultation.
- 6.2 During the consultation process, the draft Proposal will be made available on the TfSE website and feedback sought via social media and other promotional activity. Meetings will be held with key stakeholders such as Network Rail, Highways England, Transport for London, England's Economic Heartlands and the Transport Forum.
- 6.3 Following the consultation period, TfSE will update the draft Proposal and publish a summary of the comments received.
- 6.4 TfSE will seek consent from its constituent authorities and the final draft Proposal will be endorsed by the Shadow Partnership Board in autumn 2019.
- 6.5 The final Proposal will include a summary of engagement activities, including a list of the organisations engaged in the process and an appendix with a number of letters of support from key organisations and businesses.

Appendix 1: Distribution of votes

TfSE constituent authorities	Population ²	Number of votes ³
Brighton and Hove City Council	287,173	2
East Sussex County Council	549,557	4
Hampshire County Council	1,365,103	10
Isle of Wight Council	140,264	1
Kent County Council	1,540,438	11
Medway Council	276,957	2
Portsmouth City Council	213,335	2
Southampton City Council	250,377	2
Surrey County Council	1,180,956	8
West Sussex County Council	846,888	6
<i>Bracknell Forest Council</i>	<i>119,730</i>	
<i>Reading Borough Council</i>	<i>162,701</i>	
<i>Royal Borough of Windsor and Maidenhead</i>	<i>149,689</i>	
<i>Slough Borough Council</i>	<i>147,736</i>	
<i>West Berkshire Council</i>	<i>158,576</i>	
<i>Wokingham Borough Council</i>	<i>163,087</i>	
Berkshire Local Transport Body (total)	901,519	6
Total	7,552,567	54

² Population as per ONS 2016 estimates

³ Number of votes = population/140,000 (the population of constituent authority with the smallest population, this being the Isle of Wight)

Appendix 2: List of incidental powers sought

This appendix sets out the incidental amendments that will be needed to existing legislation. They include areas relating to the operation of TfSE as a type of local authority with duties in respect of staffing, pensions, transparency, monitoring and the provision of information about TfSE.

(1) Section 1 of the Local Authorities (Goods and Services) Act 1970 has effect as if TfSE were a local authority for the purposes of that section.

(2) The following provisions of the Local Government Act 1972 have effect as if TfSE were a local authority for the purposes of those provisions—

- (a) section 101 Arrangements for discharge of functions by local authorities
- (b) section 111 (subsidiary power of local authorities);
- (c) section 113 (secondment of staff)
- (d) section 116 (member of TfSE not to be appointed as officer);
- (e) section 117 (disclosure by officers of interests in contracts);
- (f) section 135 (standing orders for contracts);
- (g) section 142(2) (provision of information);
- (h) section 222 (power to investigate and defend legal proceedings);
- (i) section 239 (power to promote or oppose a local or personal Bill).

(4) Sections 120, 121 and 123 of that Act (acquisition and disposal of land) have effect as if—

- (a) TfSE were a principal council;
- (b) section 120(1)(b) were omitted;
- (c) section 121(2)(a) were omitted.

(5) Section 29 of the Localism Act 2011 (registers of interests) has effect as if—

- (a) TfSE were a relevant authority, and
- (b) references to “the monitoring officer” were references to an officer appointed by TfSE for the purposes of that section.

(6) In the Local Government Pension Scheme Regulations 2013—

- (a) in Schedule 2 (scheme employers), in Part 2 (employers able to designate employees to be in scheme), after paragraph 14 insert—
“15. Transport for the South East.”;
- (b) in Schedule 3 (administering authorities), in the table in Part 2 (appropriate administering authorities for categories of scheme members), at the end insert—

“An employee of Transport for the South East	East Sussex County Council”
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(7) The Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012 have effect as if TfSE is a local authority within the meaning of s 101 Local Government Act 1972.

Subject:	Extended Maternity and Paternity Leave for Premature Births		
Date of Meeting:	11 July 2019		
Report of:	Executive Director Finances & Resources		
Contact Officer:	Name:	Matt Naish	Tel: 01273 295088
	Email:	matt.naish@brighton-hove.gov.uk	
Ward(s) affected:	All		

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

- 1.1 In support of the [smallest things](#) campaign, the council has the opportunity to introduce a policy offering extended maternity and paternity leave to all staff who become parents of premature babies. This report sets out a proposal to do this.
- 1.2 Parents of premature children will be entitled to an extra day's leave for every day the baby is born prematurely, i.e. extra leave at full pay for the difference in days between the birth date and the due date. This leave entitlement will be offered at the end of the Maternity or Paternity Leave period.
- 1.3 The adoption of this policy would support Our People Promise (the council's wide-ranging programme to improve the employer offer to staff) by supporting our employees' wellbeing, especially during stressful and life changing situations. As well as improving our employer offer, this move would further strengthen the council's 'brand' in the recruitment market.

2. RECOMMENDATIONS:

- 2.1 That Brighton & Hove City Council adopts the premature births leave policy, i.e. that an employee is given an additional days leave for every day that a premature baby is born prior to its due date.
- 2.2 That the council also adopts the ACAS [guidance](#), with regard to supporting employees to attend medical appointments upon their return to work after having a premature baby.
- 2.3 That on adoption of this policy the council should seek to be accredited to the [Employer with a heart](#) Chartermark awarded by The Smallest Things campaign.
- 2.4 That schools be allowed to adopt this policy locally as they see fit, with a view to recommending schools adopt this policy within a reasonable timeframe.

3. CONTEXT/ BACKGROUND INFORMATION

3.1 Nationally 1 in 8 babies are born prematurely. Premature births fall into 3 categories:

- Extremely pre-term (before 28 weeks)
- Very pre-term (before 32 weeks)
- Moderate to late pre-term (32 – 37 weeks)

For the purposes of this policy the above recommendation will apply to all births that are premature.

3.2 According to [Office for National Statistics](#) (ONS) figures from 2012:

- 7% of live births were pre-term (between 26 and 36 weeks gestation)
- Of the 7% of pre-term births almost 5% were extremely pre-term, 11% were very pre-term and 84% were moderately pre-term.

3.3 The [table](#) below shows the average length of stay in hospital for babies born at different gestations in 2015 in England, Scotland and Wales.

Gestation at birth	Average length of stay (days)	Average age at discharge (gestational age in weeks)
Before and up to 27 weeks	93	39.5
28-31 weeks	44	36.4
32-36 weeks	13	36.6
More than 37 weeks	4	40.4
Average	8	38.6

3.4 In 2017/18, the following numbers of staff took maternity and paternity leave, the council does not retain figures on whether any of these births were premature, however statistically we would expect between 7 and 9 of these births to have been premature, see 3.8 below.

Type of leave	No. of employees
Maternity leave	63
Paternity leave	9
Shared parental leave	1
Total	73***

3.5 The above figures are similar to the 2016/17 figures (74 in total).

3.6 Our data shows that of the 73 employees on paid maternity and paternity leave in 2017/18 only, 1 employee triggered early leave in excess of 14 days. This was not due to premature birth.

3.7 When using the national average of 1 in 8 live births being premature the council estimates that 9 of the 73 parents on leave in 2017/18 could have experienced premature birth.

- 3.8 Using the [ONS](#) figures it is estimated that of those possible 9 pre-term births, 7 - 8 will be between 32 and 36 weeks and 1 – 2 births will be less than 32 weeks gestation. For the purposes of the calculation at 7.1 below it has been assumed that pre-term babies are born on average at 34 weeks and those who are very pre-term at 29 weeks.
- 3.9 When a child is born prematurely the development of the child that would normally have been undertaken in the womb, instead happens after birth. If a child is born prematurely the time taken for the premature child to 'catch up' to their expected development if born at full term, is normally equal to the time the child was born before their due date.
- 3.10 The additional wording on premature births to be added to the maternity policy will ensure that the premature child has reached certain 'developmental markers' by the time the employee is due to return to work.
- 3.11 A premature child may spend the first couple of months of their life in hospital, by adopting this policy the council will ensure that parents of premature children are able to spend maternity leave with their child at home, and not in hospital.
- 3.12 The additional wording within the Maternity policy will essentially ensure that employees of children born before 37 weeks be able to take additional leave on normal pay. This additional leave will equate to the number of days a baby is born prematurely. The additional leave is in addition to Maternity and Paternity leave. Full details can be seen in Appendix 1.
- 3.13 The council should also adopt the best [practice guide](#) issued by ACAS which is aimed at supporting those parents returning to work following the end of the maternity leave and the extended leave proposed within this document.
- 3.14 The ACAS guide recommends that employees are reminded of their right to any additional leave such as (unpaid) parental leave, special discretionary leave, and flexible working arrangements. At what is a difficult time for employees the help and support that managers can give in reminding staff of the council's additional leave policies, as recommended by ACAS, is likely to be beneficial to employees, so long as it is done in a sensitive and caring manner.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 Consideration was given to introducing additional leave to support the parents of premature babies that would have equated to an additional weeks leave for every week that a baby spends in hospital. However guidance received from the smallest things campaign has highlighted that while this is would have been welcomed it is not in keeping with the aims of their campaign, as the amount of time spent in hospital may not equate to the difference in development.
- 4.2 The aim of giving additional leave would be to ensure that the child has met certain developmental markers by the time the parent is due to return to work, but also to ensure that the parents get the time with their child at home, rather than having this important time curtailed due to hospital stays.

- 4.3 It is acknowledged that the additional leave costs may have a disproportionate impact on smaller teams, both in terms of costs and in terms of being able to cover the extended absence of the employee. However, in terms of costs where the provision of this policy would have unmanageable budgetary implications Targeted Budget Management (TBM) reporting will identify this and corporate contingency funds may be made available (see 7.2 below).
- 4.4 In terms of covering extended absences, it is envisaged that the cover arrangements already in place due to the original maternity leave would be extended to cover the additional leave of the new parents.

5. COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 The council has contacted the [Smallest Things](#) campaign, and the proposed policy is in accordance with the recommendations contained within their Employer with a Heart campaign.
- 5.2 The council has informed the unions about the introduction of this policy and they are broadly supportive of the adoption of this policy.
- 5.3 Waltham Forest has already implemented a similar arrangement, and there have not been any material issues following on from its decision.

6. CONCLUSION

- 6.1 The council can continue the development of Our People Promise and support employees during what can clearly be a distressing time. The policy has been developed with regard to the Smallest Things guidance, and as such can be viewed as an appropriate and compassionate amendment to the council's maternity policy.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 As at March 2019 the average weekly salary at BHCC for females aged 55 and under is £490.00. Therefore, based on the above data, the estimated potential annual cost to BHCC of implementing the policy amendment is as follows:

Number of premature births x average weeks prior to due date	Total number of weeks in born prior to Due Date	Total cost based on average weekly salary
8 x 5	40	£19,600
1 x 10	10	£4,900
Total	50	£24,500

- 7.2 Schools will be able to adopt this policy locally if they so choose, if all schools adopted the policy then the expected costs based on the same scenario as the

table above for council staff would be as follows, based on an average weekly payment of £320 for schools staff.

Number of premature births x average weeks prior to due date	Total number of weeks in born prior to Due Date	Total cost based on average weekly salary
7 x 5	35	£7,700
1 x 10	10	£3,200
Total		£10,900

- 7.3 The estimated additional cost is £24,500 per annum across the council however this is based on averages and could fluctuate. The additional costs would be borne by the service in the same way maternity/paternity pay is currently funded, and reflected in TBM reports. Should this new cost cause a service to overspend then corporately held contingency funding or risk provisions may be applied to offset this cost.

Finance Officer Consulted: James Hengeveld

Date:29th May 2019

Legal Implications:

- 7.4 There is no legal requirement to adopt this policy, however the Council is under a statutory duty to promote equality of opportunity and to eliminate discrimination (Public Sector Equality Duty). The implementation of this policy (which also meets commitments under Our People Promise) is evidence of the council's compliance with that duty of protecting the health, safety and welfare of its employees."

Lawyer Consulted:Simon Court

Date:29th May 2019

Equalities Implications:

- 7.5 This policy amendment seeks to ensure that no matter the circumstances around a child's birth that the parents, our employees, are able to return to work, and continue to be supported at work.

Sustainability Implications:

- 7.6 None

Any Other Significant Implications:

- 7.7 None

SUPPORTING DOCUMENTATION

Appendices:

1. Additional wording for the council's Maternity Leave Policy

Appendix 1

xx **Premature birth**

If a woman gives birth prematurely to a living child, at any point in her pregnancy, even in cases where the baby later dies, she will be entitled to Maternity Leave, Statutory Maternity Pay, Occupational Maternity Pay or Maternity Allowance in the usual way.

xx **Smallest Things campaign**

When a baby is born too early some aspects of their development are not complete and they may not be ready for life outside of the womb. Many of these babies therefore, will need urgent neonatal care after birth and are likely to be hospitalised for a longer period than babies born at full term. This means parents of premature babies will often have to wait weeks for their new-born baby to be allowed home.

The Council recognises that premature birth is one of the most stressful experiences a new parent can face. The Council wants to assist employees coping with the premature birth of their baby and has chosen to support the [‘Smallest Things’](#) campaign.

xx **Premature Baby Leave and Pay**

With effect from xxxx, parents of babies born at or before 37 weeks will be entitled to receive a day’s Premature Baby Leave and Premature Baby Pay for every day their premature baby was born before the due date.

This additional entitlement will be added to the end of your Maternity Leave period* (a) after the Maternity Leave entitlement has been exhausted, or (b) at any point at which you opt to end your Maternity Leave within the 52 weeks statutory entitlement.

Parents of pre-term babies often spend the first few weeks after the birth of their baby in hospital and 60% of mothers feel that their maternity leave is too short. Premature Baby Leave is additional time off work for you to spend time with your baby. Premature Baby Pay, full pay for applicable days, will be paid during Premature Baby Leave.

It is important to note that your normal entitlement to maternity pay will not be affected by this scheme. Please see **note 17** above for information on how maternity pay is calculated when a baby is born prematurely.

Due to the unexpected nature of premature birth it may be that you have not provided the documents required to trigger your maternity pay. It is recommended that you or a representative advises your manager of the birth as soon as possible. This means that they can deal with any administrative processes on your behalf in order to ensure that you’re statutory and/or occupational maternity payments can commence.

*Once you have reached the end of your Maternity Leave period you may opt to take Premature Baby Leave. N.B. The leave must be taken in one block,

i.e. it cannot be taken as odd days or separate weeks. After the Premature Baby Leave has ended you may return to work as agreed with your line manager in accordance with the Maternity Leave Policy – see **notes 42 – 50** in the Maternity Information Pack.

Subject:	Sustainability and Carbon Reduction Investment Fund: Next Steps		
Date of Meeting:	11 July 2019: Policy, Resources & Growth Committee		
Report of:	Executive Director, Economy, Environment & Culture		
Contact Officer:	Name:	Rachel Williams	Tel: 01273 291098
	Email:	rachel.williams@brighton-hove.gov.uk	
Ward(s) affected:	All Wards		

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

- 1.1 The Policy, Resources & Growth Committee on 21st March 2019 agreed a report that set out proposals to use funding agreed in the 2019/20 city council budget to establish a £500,000 Sustainability and Carbon Reduction Investment Fund (“SCRIF”). The SCRIF is intended to address the need to: reduce carbon emissions; adapt to climate change and build resilience; protect and enhance biodiversity and develop a circular economy. The Committee agreed a recommendation that officers bring a further report outlining the process for agreeing and assessing projects that are delivered through the SCRIF to this meeting of the Policy, Resources & Growth Committee.
- 1.2 This report sets out the process for commissioning, assessing, agreeing and monitoring potential projects to be supported by the SCRIF. It also sets out the ways in which the city might move towards developing a more circular economy (as defined in paragraph 3.9 below).

2. RECOMMENDATIONS:

- 2.1 That the Committee agrees that officers should continue to develop a Circular Economy Routemap focusing on two sectors initially: the built environment and construction; and the visitor economy (as set out in 3.10) and present a future report to the Committee relating to a final Circular Economy Route Map.
- 2.2 That the Committee agrees the process for commissioning projects to be funded by the SCRIF, as set out at 3.14, and agrees to the assessment criteria for considering which projects to take forward as shown in the template assessment sheet shown at Appendix 3.
- 2.3 That the Committee agrees to the establishment of a ‘task and finish’ Member Oversight Group for 6 months to consider all projects that are put forward for funding and approves the terms of reference at Appendix 1.

- 2.4 That the Committee approves the use of £500k of capital receipts to establish the SCRIF and agrees to delegate the decision to finance projects using the fund to the Executive Director, Economy, Environment & Culture, in consultation with the Member Oversight Group agreed in recommendation 2.3.
- 2.5 That the Committee notes the progress in planning the corporate solar photovoltaic (PV) work outlined in 3.8 including the provisional identification of sites; approves the use of £565k of capital borrowing in 2019/20, as set out in 3.7 and 3.8 to install solar photovoltaic panels onto corporate buildings; and delegates the decision to start the procurement process and award the contracts to the Executive Director, Economy, Environment & Culture.

3. CONTEXT/ BACKGROUND INFORMATION

- 3.1 At the meeting of full Council on 13th December 2018, the city council declared its recognition of the ongoing global climate and biodiversity emergencies with the following notice of motion being unanimously passed:

This Council notes with concern the recent Intergovernmental Panel on Climate Change (IPCC) report on global climate change impacts and the recent Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) reports on global species and habitat loss. Council notes also that our coastal city on the edge of the South Downs is affected by these threats, which are projected to intensify.

Further to this, Council:

(1) Declares its recognition of global climate and biodiversity emergencies;

(2) Requests the Policy, Resources & Growth Committee to:

- undertake a short review of BHCC governance policies and progress*
- aimed at addressing locally these twin threats and to report on findings*
- consider a target date of 2030 for whole city carbon neutrality;*
- consider how the Council can strengthen local protection and enhancement of species, habitats and ecosystems services under available powers;*

- 3.2 This was followed up by a petition to the 31st January 2019 full Council meeting, also seeking that the city council declare a climate emergency and put in place a more ambitious commitment of making our city carbon neutral by 2030. This petition was noted, along with a recommended amendments made that the council seek to publicise its recognition of climate and biodiversity emergencies, and promote the petition on climate and biodiversity.
- 3.3 Meanwhile, the city council prepared a new Economic Strategy during 2018, which was adopted by full council, also at its meeting on 13th December 2018. The economic strategy is underpinned by five themes for action which are vital to delivering economic growth, creating prosperity and providing a greater quality of life for all. This included a theme on having a sustainable city. This theme promotes a focus on a circular and sustainable economy, as an approach for supporting business and community engagement in tackling climate change. The purpose of the theme was to establish a city which looks to the future, focusing its economy on sustainable solutions to future challenges in order to protect and enhance the health and wellbeing of its residents, support economic resilience

and act as a leader in developing a robust response to climate change.

- 3.4 On a wider city-region scale, the Greater Brighton Economic Board established the Greater Brighton Infrastructure Panel in 2018 to promote infrastructure security and resilience; health and wellbeing; clean growth; and the affordability of energy and water in the city region. The Panel is overseeing the development of Energy and Water plans for the city region and ensuring those plans can help to meet the growth requirements of city region in a sustainable way, as envisaged by the Greater Brighton Economic Board, whilst also planning to reduce water use by more than a third and move towards a zero carbon energy system. The aim is to produce plans which are highly practical in application and which provide a clear indication of priorities, investment opportunities and potential financial mechanisms and sources for delivery.
- 3.5 The Brighton & Lewes Downs Biosphere Delivery Board is looking to update the Biosphere Management Strategy for *The Living Coast*, the UNESCO Biosphere that forms a large part of the city region. The Biosphere Management Strategy has to be updated every five years, with the first strategy (adopted when the Biosphere was designated) covering 2014 to 2019. The strategy for the next five years will take us up to 2024, when UNESCO will want to assess the impact the Living Coast Biosphere has had. The new management strategy will look at policy and practice to shape the next five years of the Biosphere, as well as considering future focus and priorities of areas of work to add value to the Biosphere.
- 3.6 The council recognises that it needs to consider any resourcing implications arising from declaring climate and biodiversity emergencies. A more ambitious target for achieving carbon neutrality would require greater capacity and resourcing to manage a programme of work that supports council departments and stakeholders in the city in raising current targets, and developing new projects where possible; overseeing governance and reporting; and making sure that the city is on track to meet a new 2030 target.
- 3.7 It is with this in mind that the city council agreed additional allocations for sustainability, energy & climate change in the 2019/20 budget at Budget Council on 28th February 2019. These allocations included:
- *£129K in new funding to the Sustainability Team to provide staff and other resources required to expand activity in climate change mitigation and biodiversity protection and enhancement, following Council's unanimous declaration of climate and biodiversity emergencies in December 2018. This work may include development of citywide initiatives such as food waste collection, district heat installations, renewable energy development, biodiversity enhancement in the urban and rural estate and green infrastructure work.*
 - *£61K to the Sustainability Team over and above the £0.129m provision above. This will provide additional staff and other resources required to expand activity in climate change mitigation and biodiversity protection and enhancement.*
 - *£500K Investment Fund to invest in citywide projects and initiatives in Sustainability and Carbon Reduction.*
 - *£565k in 2019/20 of capital borrowing in the Capital Investment Programme to install solar photovoltaic panels on a selection of corporate buildings that*

will deliver financial savings to the council.

3.8 As identified at 3.7, £565k of capital borrowing was earmarked for solar photovoltaic (PV) panels on a selection of corporate buildings in 2019/20 subject to further approvals. This report seeks those further approvals. An additional £500k was allocated for 2020/21. The following sites have been provisionally selected for installation, subject to technical survey, grid connection agreements and (where appropriate) legal agreement and service reviews for future use:

- Whitehawk Community Hub North
- Roundabout Children’s Centre
- Portslade Library
- Housing Centre (subject to agreement with Freeholder)
- Craven Vale
- Knoll House
- Portslade Town Hall
- Withdean Sports Complex (subject to agreement with the council’s current tenant Freedom Leisure)

This portfolio offers the following carbon and financial savings:

	Size (kWp)	Capital Cost (Capex)	Net saving/income to BHCC (£, y1)	Payback year (inc inflation)	Annual carbon saving (tCO2e)
Portfolio	650.8	£563,114	£58,783	Year 8	168.1

Aside from electricity sales to Freedom Leisure, no income or subsidy has been included in the above figures. Work is ongoing to identify additional projects, however it is expected that a significant pipeline of financially viable solar PV retrofit work could be delivered.

3.9 Brighton & Hove City Council is moving away from the traditional linear economy where products are produced from raw materials and thrown away after use, and moving towards a circular approach. “A circular economy keeps products and materials circulating within the economy at their highest value for as long as possible, through re-use, recycling, remanufacturing, delivering products as services and sharing” (Ellen MacArthur Foundation definition). It offers opportunities to adopt new and innovative ways of keeping products, materials and resources at their highest value and in minimising waste - helping to significantly reducing carbon emissions and our impact on the environment. In addition to the environmental benefits, transition to a Circular Economy can provide cost savings for local authorities, businesses and residents, new business opportunities, job creation and increased city resilience in the context of resource security/future scarcity issues.

3.10 The city council is working on making Circular Economy central to the way we work, procure, commission and deliver our services - which will bring enormous opportunities for our city. It will support our local economy by facilitating ways for making better use of our assets, products, and skills. As set out in 3.3 the new Economic Strategy includes a commitment to develop a Circular Economy Framework (or Routemap). Early planning work, in partnership with Circular Brighton & Hove, is underway. It is proposed that the Routemap focuses on two

sectors initially: the built environment and construction; and the visitor economy. On 11 June Circular Brighton & Hove, in partnership with Design Brighton and the city council, held an initial event on the built environment theme. A similar stakeholder engagement event on the visitor economy is being held at the end of July. It is anticipated that an initial Routemap could be approved in late 2019. Once work on these two themes is developed and delivery underway, it is envisaged that the Routemap could be widened to include additional sectors. A third focus area on food is also being discussed. The annual Brighton & Hove Food Partnership conference on 18th July will be an early opportunity to begin scoping circular economy projects around food to include in the Routemap,

- 3.11 The 29th March 2019 report on the SCRIF set out priority themes for capital projects to be delivered through the fund. These are:
- Energy Efficiency, renewable and community energy development, including solar PV and district heating, in line with the emerging Greater Brighton Energy Plan
 - Biodiversity enhancement in the urban and rural estate in support of the Brighton Hove & Lewes Downs Biosphere Management Strategy
 - Active and Sustainable travel, and supporting the decarbonisation of the transport network
 - Green Infrastructure, Sustainable water and Sustainable Urban Drainage projects in line with the emerging Greater Brighton Water Plan and the Biosphere Management Strategy
 - Moving towards a Circular & Sustainable Economy in line with the Sustainable City objective of the Economic Strategy
 - Healthy, sustainable and fair food for all through the delivery of the City's Food Strategy
- 3.12 Following initial discussions, examples of project ideas for further consideration and potential development include:
- Establishing an energy efficiency revolving fund to deliver ongoing energy reduction projects across the corporate estate
 - Electric bike share pilot including docking stations and bikes (retrofit or new)
 - Active and sustainable travel planning for residents, visitors, employees and students
 - Encouraging electric vehicle uptake, including expanding the network of public 'fast' chargepoints in more residential areas and upgrading city council sites to be ready for the council's fleet to move towards electrification
 - Increasing community composting capacity at new and existing sites across the city
 - Biodiversity measures including butterfly banks and bee beds
 - Street tree planting
 - Green infrastructure and creation of new Sustainable Drainage Systems (SuDS) in the city
 - Provision of public drinking water fountains and water bottle filling points in high footfall areas of the city
- 3.13 The city council is planning to involve local stakeholders, through a variety of ways, including through the Biosphere Delivery Board and the Greater Brighton Infrastructure Panel, and is considering other ways to facilitate resident and

stakeholder engagement in supporting our city to become carbon neutral. It is envisaged that this could provide an opportunity for local experts, residents, local businesses and others to put forward potential climate action ideas that could be developed into SCRIF funded projects.

- 3.14 It is proposed that the city council takes a commissioning approach to projects, seeking out and funding projects that directly deliver against the themes set out at 3.11, above. It is envisaged that not all of the funding will be spent directly by the council on its own projects; and we will seek to work closely with city partners to jointly deliver projects where we feel this would maximise the environmental benefits. However, it is proposed that the focus should be on retaining control of how the money is spent and of avoiding the administrative time and expense of agreeing and monitoring funding agreements. For this reason it is suggested that the funding is initially focussed on projects that have been commissioned rather than holding an open bidding process. It is foreseen that there would be a small number of larger projects and numerous smaller projects. With this in mind, it is suggested that there is a maximum SCRIF contribution of £100k per project. At this stage a minimum project size is not being proposed. A draft Expression of Interest template is attached in Appendix 2. The projects will be assessed using an evaluation matrix to enable them to be objectively assessed using agreed criteria. A draft assessment template with scoring criteria is attached Appendix 3.
- 3.15 It is proposed that a Sustainability & Carbon Reduction Investment Fund Member Oversight Group (MOG) is established to oversee the SCRIF, including agreeing on project selection and monitoring projects in delivery. In terms of membership, it is proposed that the group comprises the Chair of Environment, Transport and Sustainability Committee, and the two opposition spokespersons. It is suggested that the Group meets on a quarterly basis for the first year, and then the frequency of meetings could be reviewed. Officers will undertake on-going monitoring of SCRIF projects, and updates on project delivery and spend will be reported to each meeting. In line with the city council's Constitution (Part 3.2 Para 18.13), the proceedings of the MOG shall be reported to Environment, Transport and Sustainability Committee. Please see Appendix 1 for draft Terms of Reference of the MOG.
- 3.16 Committee approval is sought to establish the Member Oversight Group for an initial period of 6 months as a 'task and finish' group. If the fund is not spent within this period, a further report will be brought to Committee requesting either to extend for up to one year or to establish a permanent group. If the recommendation at that stage is to establish a permanent group, then the Committee will be asked to approve terms of reference which will be included in the Council's Constitution.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 As set out at 3.14, the city council could distribute the fund as an open call for projects, but the administration and monitoring would create inefficiencies and limit the effectiveness of the fund.

5. COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 As referenced in 3.1 and 3.2 a number of petitions and notices of motion have been received requesting that the city council make new policy decisions and additional resource and officer time to put towards tackling climate and biodiversity emergencies. The Sustainability team has consulted key council services and discussed initial project ideas for SCRIF funding.

6. CONCLUSION

- 6.1 It is recognised that climate change and loss of biodiversity are very real challenges facing the planet, with there being very limited time left to take meaningful action. As a city, Brighton & Hove should be setting an example of how to both minimise our contribution to the problem and also prepare to mitigate and adapt to climate change. This funding will not fix all of these issues, meaning we need to focus the spend in a planned and strategic manner to deliver maximum benefits. It is anticipated that this will include leveraging in additional funding and, potentially, creating revolving funds.
- 6.2 The establishment of the SCRIF will help the city council take a lead developing and delivering projects around climate mitigation and adaptation, biodiversity protection and enhancement, and developing a circular economy.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 The Circular Economy approach is likely to have significant implications on the use of resources of the council. A future report will be received by this Committee to agree a final Circular Economy Route Map which will detail any relevant financial implications.
- 7.2 Capital funding of £500k towards investment in sustainability and carbon reduction was earmarked as part of the 2019/20 budget. Policy, Resources Growth Committee approval is required before the commencement of a capital scheme; this report therefore seeks approval for these capital funds to be used to establish a Sustainability and Carbon Reduction Investment Fund as detailed in this report. Capital budget from the SCRIF will be commissioned based on assessment criteria which includes meeting agreed priority themes, deliverability and budget implications, therefore supporting effective use of resources and the achievement of value for money. Expenditure can only be incurred on capital expenditure which involves acquiring and enhancing assets with a long-term value to the council.
- 7.3 It is anticipated that the SCRIF will enable the city council to access other external funding sources, such as being used for match funding. External funding is potentially an important source of income, but funding conditions need to be carefully considered to ensure that they are compatible with the aims and objectives of the council.
- 7.4 It is anticipated that the establishment of a Member Oversight group will result in increased administration; however the cost of this is expected to be minimal and will be funded from within approved resources. The purpose of the oversight group will be to oversee the SCRIF, including agreeing on project selection and

monitoring projects in delivery, and will therefore support effective use of resources.

- 7.5 The report details capital funding of £565k towards the installation of solar panels on corporate buildings earmarked as part of the 2019/20 budget. This report also seeks approval for the use of these funds towards the solar panel photovoltaic (PV) schemes highlighted in this report. The capital budget will be funded from borrowing under the Prudential Code over 20 years. The provisional sites selected for installation have been subject to a financial business case developed in consultation with finance officers to ensure that the expected energy cost reductions of the schemes will be sufficient to offset future financing costs. It is anticipated that the year one net financial benefit after financing costs for all schemes will be approximately £11k within the General Fund and £9k within the HRA, which will contribute towards service savings or service budget proposals.
- 7.6 This report seeks approval to delegate the decision to start the procurement process and award the contract for the solar panel photovoltaic (PV) schemes. The council's Contract Standing Orders state that contracts above the value of £500k require approval from the relevant Committee or executive decision-making body. The procurement process will be prepared on a basis to maximise economy and effectiveness, and will therefore support the achievement of value for money.

Finance Officer Consulted: Steven Bedford

Date: 11/06/19

Legal Implications:

- 7.7 The proposals set out in this report in relation to the Member Oversight Group accord with the recommendations in the report which is being presented at this Policy, Resources & Growth Committee titled Constitution Review. The Member Oversight Group is a 'task and finish' group as there is a limited fund available. However if it is not spent within 6 months, officers will seek an extension to one year or, if this is likely to be insufficient, will seek permission to establish a permanent group.
- 7.8 The Council will procure contracts for the installation of the Solar PV equipment and will then operate and maintain the solar PV equipment itself. The Council's legal team will ensure that landlord's consent is obtained where required.
- 7.9 The procurement of the solar PV contract outlined in this report must comply with the council's Contract Standing Orders and, where applicable, EU and UK public procurement obligations.

7.10 *Lawyer Consulted: Alice Rowland* *Date: 26 June 2019*

Equalities Implications:

- 7.11 The equalities implications of each of the projects the SCRIF supports will be considered as part of the assessment process of that project, as set out in Appendix 3.

Sustainability Implications:

7.12 The sustainability implications are contained in the body of the report.

Any Other Significant Implications:

7.13 None.

SUPPORTING DOCUMENTATION

Appendices:

1. Sustainability & Carbon Reduction Investment Fund Member Oversight Group Terms of Reference
2. Sustainability & Carbon Reduction Investment Fund Draft Expression of Interest form
3. Sustainability & Carbon Reduction Investment Fund Draft Project Assessment form

Background Documents:

Ellen MacArthur Foundation video 'Re-thinking Progress: The Circular Economy'
<https://www.ellenmacarthurfoundation.org/circular-economy/concept>

Member Oversight Group - Draft Terms of Reference

1. Purpose

The purpose of the Member Oversight Group ('the Group') is to oversee the delivery of the Sustainability and Carbon Reduction Investment Fund. In particular, it shall be consulted by the Executive Director of Economy, Environment and Culture, the Group in relation to project approvals, in line with the SCRIF assessment criteria, and monitor projects in delivery.

2. Status

The Group shall be an advisory board to Environment, Transport and Sustainability Committee. The Group will not have subcommittee status and the political balance rules in section 15 of the Local Government and Housing Act 1989 will not apply. However, it is expected that the Board will be established on a cross party basis.

3. Areas of focus

- To have an oversight of the delivery of the city council's Sustainability and Carbon Reduction Investment Fund (SCRIF)
- To advise the Executive Director of Economy, Environment and Culture in relation to SCRIF project approvals in line with the SCRIF assessment criteria
- To review and monitor the performance of the portfolio of SCRIF projects
- To seek to maximise the value of the SCRIF funding to the council and the city, including through the leverage of additional funding and use of revolving funds where applicable
- To promote sustainability and carbon reduction projects in the city

4. Reporting

The decisions taken by the Executive Director Economy, Environment & Sustainability in consultation with the Group will be reported to the Environment, Transport & Sustainability Committee on a three-monthly basis. Reporting will include updates on SCRIF project approvals and projects in delivery. The frequency of reporting will be kept under review.

5. Membership

Membership of the Member Oversight Group shall consist of 3 elected Members: the Chair of Environment, Transport & Sustainability Committee and the two corresponding opposition group spokespersons. The Chair of Environment, Transport & Sustainability Committee will chair the meetings.

6. Meetings and papers

The Chair shall be responsible for convening meetings of the Board. The Agenda, with attached meeting papers will be distributed at least five working days prior to the meeting. Full copies of the minutes shall be provided following each meeting.

7. Review

These terms of reference may be reviewed and amended by the Policy, Resources & Growth Committee.

The Group is a 'task and finish' group as it is expected to have approved projects which involve spending the available funding within 6-12 months.

Expression of Interest form

Project Name:						
Project theme (tick box)	Energy Efficiency & Renewables	Biodiversity Enhancement	Active & Sustainable Travel	Green Infrastructure	Moving towards a Circular Economy	Healthy, Sustainable & Fair Food
Project summary:						
SCRIF capital funding requested:						
Match funding leveraged (if applicable):						
Total project funding:						
Annual carbon saving (if applicable):						
Other measurable outcomes / outputs:						
Alignment with existing strategies and policies:						
Delivery partners – internal and external (if applicable):						

Detailed project description including timeline	
Wards covered / citywide:	
Delivery of wider community benefits, social value & community wealth:	
Equalities implications:	
Key risks and mitigation:	
Responsibility for maintenance of the investment:	
Business As Usual scenario:	
Alternative delivery models:	
Contact officer details:	
Asst Director approving submission:	
Date submitted:	

Draft Project Assessment form

Theme	Comments	Score ¹
Relevance <i>Is the project relevant to the priorities of the SCRIF?</i>		
Strategic fit <i>Does the project align with existing strategies and policies?</i>		
Deliverability <i>Are the outputs measurable? Does the project take a realistic and credible approach to delivering the outcomes? Is provision made for the maintenance of project assets?</i>		
Partnership <i>Are the relevant internal and/or city partners involved?</i>		
Budget <i>Does the budget seem realistic and provide value for money? Does the SCRIF funding leverage additional match funding?</i>		
Wider community benefits, social value & community wealth <i>Does the project deliver on these?</i>		
Equalities <i>Have equalities issues been addressed appropriately?</i>		Y/N
Risk <i>Are key risks identified and does the mitigation seem appropriate?</i>		Y/N

Total score (out of 30)	
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¹ Score 1-5, 5 being Excellent

Subject: Use of RTB Receipts on Appropriation of Properties to HRA and Grant to Homes for Brighton & Hove LLP Board.

Date of Meeting: 11 July 2019

Report of: Executive Director for Neighbourhoods, Communities & Housing

Contact Officer: Name: **Shaun Hughes** Tel: **01273 290 659**

E-mail: shaun.hughes@brighton-hove.gov.uk

Wards Affected: All

FOR GENERAL RELEASE

Action Required of the Policy Resources & Growth Committee:

1. Notes that the following decisions have been taken by the Executive Director Neighbourhoods, Communities & Housing:

- appropriates Flat 1 Greenleas, Hangleton Valley Drive and The Bungalow, Drove Road Portslade from the General Fund to the HRA;
- to make a transfer from the HRA of £0.548m to the General Fund in consideration for the appropriation referred to above;
- to make a grant of £0.223m to the LLP.

2. That the Policy, Resources & Growth Committee agrees that the general fund will receive £0.112m less RTB receipts in 2019/20, therefore increasing the receipts available for use by the HRA.

BRIGHTON & HOVE CITY COUNCIL
HOUSING & NEW HOMES COMMITTEE
19 JUNE 2019
COUNCIL CHAMBER, HOVE TOWN HALL

Present: Councillors: Allcock (Chair), Brennan (Deputy Chair), Gibson (Opposition Spokesperson), Mears (Group Spokesperson), Atkinson, Barnett, Heley, Knight, Hugh-Jones and Osborne.

MINUTE EXTRACT

PART ONE

- 9 Use of RTB Receipts on Appropriation of Properties to HRA and Grant to Homes for Brighton & Hove LLP Board.**
- 9.1 The Committee considered a report of the Executive Director, Neighbourhoods, Communities & Housing forecasting an under spend of the use of Right to Buy (RTB) receipts for the final quarter of 2018/19. The report would also be presented to the Policy, Resources & Growth Committee.
- 9.2 In answer to questions Councillor Hugh-Jones was informed that the joint venture may use receipts via the Limited Liability Partnership Board, which is a partnership between Brighton and Hove City Council (BHCC) and Hyde Housing, and not by Hyde Housing alone. It was also noted that the receipts can not be given to a company wholly owned by BHCC.
- 9.3 Councillor Knight was informed that the National Government were consulting local authorities on the use of only 30% of the fund to be used to supply affordable housing across the city. It was noted that the authority is lobbying the government to change the percentage and there is not mechanism in place at the moment to help. Councillors were informed that changes may be possible in the future.
- 9.4 Councillor Mears was informed that new builds constructed with funds can be placed into general housing stock and not just for social rented housing. It was noted that temporary accommodation can be placed eventually into the general housing stock. Temporary accommodation income would be returned to Housing Revenue Account (HRA) and it was clarified that the item would also be going before The Policy, Resources & Growth Committee.
- 9.5 Councillor Gibson was informed that the delay in buying properties related to asbestos issues arising during the buying process which in turn delayed works to the building. The buying of two further properties fell through as a result of onsite asbestos issues. It was

noted that 5.5 full time employees (FTE) had been achieved from funding and this had increased the productivity.

9.6 The Committee voted on the recommendations and these were agreed by all Members. The recommendations in the report were carried.

9.7 **RESOLVED:** That the Committee -

(1) Noted that the following decisions

have been taken by the Executive Director Neighbourhoods, Communities & Housing:

- (i) to appropriate Flat 1 Greenleas, Hangleton Valley Drive and The Bungalow, Drove Road Portslade from the General Fund to the HRA;
- (ii) to make a transfer from the HRA of £0.548m to the General Fund in consideration for the appropriation referred to at 9.8 above;
- (iii) to make a grant of £0.223m to the LLP.

(2) That the Housing & New Homes Committee recommends to Policy, Resources & Growth that it agrees that the general fund will receive £0.112m less RTB receipts in 2019/20, therefore increasing the receipts available for use by the HRA.

HOUSING & NEW HOMES COMMITTEE	Agenda Item Brighton & Hove City Council
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Subject:	Use of RTB Receipts on appropriation of properties to HRA and grant to Homes for Brighton & Hove LLP		
Date of Meeting:	Housing & New Homes Committee 19 June 2019 Policy, Resources & Growth Committee 11 July 2019		
Report of:	Housing & New Homes Committee: Executive Director for Neighbourhoods, Communities & Housing Policy Resources & Growth: Executive Director for Neighbourhoods, Communities & Housing Executive Director Economy, Environment & Culture		
Contact Officer:	Name:	Diane Hughes, Sam Smith, Robert Crossan	Tel: 01273 293321 Tel: 01273 291383 Tel: 01273 291442
	Email:	diane.hughes@brighton-hove.gov.uk, sam.smith@brighton-hove.gov.uk robert.crossan@brighton-hove.gov.uk	
Ward(s) affected:	(All Wards);		

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

- 1.1 The council forecasted an under spend in the use of Right to Buy (RTB) receipts for the final quarter of 2018/19. The Government confirmed that they would not give the council flexibility and officers therefore considered a number of options for use of these receipts by the 31 March 2019 to negate the need to pay back retained RTB receipts with interest to the Government.
- 1.2 Officers identified two vacant general fund properties which could be appropriated from the general fund to the HRA. These properties were:
- Flat 1 Greenleas, Hangleton Valley Drive, Hove - 1 bedroom property – valued at £0.177m (including £0.012m refurbishment costs to bring the property up to the lettable standard)
 - The Bungalow, Drove Road, Portslade – 3 bedroom property – valued at £0.371m (including £0.006m refurbishment costs to bring the property up to the lettable standard)
- 1.3 Appropriations between the General Fund and Housing Revenue Account require committee approval. Due to the urgent timing of this, committee approval could not be sought in advance and the Executive Director Neighbourhoods, Communities & Housing used their Chief Officer urgency powers in order to meet the deadline of the 31 March 2019. Consultation took place with the Chairs of Housing & New Homes Committee (HNH) and Policy, Resources & Growth

Committee (PRG). The decisions which were taken are now being reported to HNH in accordance with the procedure outlined in the Scheme of Delegations. The decisions will also be reported to PRG on the 11 July 2019.

- 1.4 To meet the shortfall, the Council also passed on £0.223m of unused RTB receipts to Homes for the City of Brighton & Hove Limited Liability Partnership (LLP). Again, this grant payment required the decision of Policy, Resources & Growth Committee but due to the urgent timing of this committee approval could not be sought in advance. The Executive Director Neighbourhoods, Communities & Housing used their Chief Officer urgency powers in order to meet the deadline of the 31 March 2019. Again this report, and the report to PRG on the 11 July, record this decision.

2. RECOMMENDATIONS:

That the Housing & New Homes Committee:

- 2.1 That the Housing & New Homes Committee notes that the following decisions have been taken by the Executive Director Neighbourhoods, Communities & Housing:
 - 2.1.1 to appropriate Flat 1 Greenleas, Hangleton Valley Drive and The Bungalow, Drove Road Portslade from the General Fund to the HRA;
 - 2.1.2 to make a transfer from the HRA of £0.548m to the General Fund in consideration for the appropriation referred to at 2.1.1 above;
 - 2.1.3 to make a grant of £0.223m to the LLP.
- 2.2 That the Housing & New Homes Committee recommends to Policy, Resources & Growth that it agrees that the general fund will receive £0.112m less RTB receipts in 2019/20, therefore increasing the receipts available for use by the HRA.

That the Policy, Resources & Growth Committee

- 2.3 That the Policy, Resources & Growth Committee notes that the following decisions have been taken by the Executive Director Neighbourhoods, Communities & Housing:
 - 2.3.2 to appropriates Flat 1 Greenleas, Hangleton Valley Drive and The Bungalow, Drove Road Portslade from the General Fund to the HRA;
 - 2.3.3 to make a transfer from the HRA of £0.548m to the General Fund in consideration for the appropriation referred to at 2.1.1 above;
 - 2.3.4 to make a grant of £0.223m to the LLP.
- 2.4 That the Policy, Resources & Growth Committee agrees that the general fund will receive £0.112m less RTB receipts in 2019/20, therefore increasing the receipts available for use by the HRA.

3. CONTEXT/ BACKGROUND INFORMATION

Grant to Homes for the City of Brighton & Hove LLP

- 3.1 In June 2012, the council signed an agreement to retain RTB receipts, which can be used to fund up to 30% of the cost of supplying affordable housing across the city. The agreement requires these amounts to be spent within three years of receipt otherwise the council will be required to repay them to Central Government with interest at a rate of 4% above the Bank of England base rate.
- 3.2 The Government recognises that the current system is not working effectively and consulted in August 2018 on giving local authorities more flexibility in the spending of receipts. The council responded to this consultation and it is understood that it is likely that more flexibility (e.g. around period of spend and percentage of spend) will be granted in the future, however the consultation results and any legislative changes are yet to be announced.
- 3.3 As at 31st March 2019 receipts of £12.567m were required to be used to fund a programme of £41.890m to increase the supply of affordable homes. In the week before the 31st March deadline, total expenditure of £40.334m had been incurred with a further £0.265m expected up until 31st March 2019 meaning that expenditure was £1.291m below the requirement. This estimated underachievement of spend by £1.291m resulted in a risk that 30% of this (£0.387m) would be required to be repaid to the Ministry of Housing, Communities and Local Government plus interest charges at a rate of 4% above the Bank of England base rate – a total of £0.443m.
- 3.4 A special meeting of the Estate Regeneration Member Board was held on 25 March 2019 where Members were provided with a briefing paper updating on the financial options and providing options for the underspent receipts. Members indicated they would like to maximise spend on purchasing homes and pass to the LLP if other projects could not be identified.
- 3.5 The two properties referred to above once appropriated from the general fund to the HRA at a cost of £0.548m, used £0.165m of receipts. The remaining £0.223m receipts were paid to the LLP, avoiding valuable receipts being paid back to the Government. The LLP is a partnership between the council and Hyde Housing Association. The partnership aims to deliver 1,000 homes for local people, 50% of which will be homes let at a living wage rent and 50% shared ownership. Any payments to the LLP can be used jointly by the council and Hyde Housing to reduce the level of investment required to provide 1,000 homes in the city.
- 3.6 50% of this payment will be used to reduce the borrowing required by the council to fund the investment. Therefore the council is able to justify returning this sum to the HRA by reducing the 2019/20 £0.500m General Fund retention of RTB receipts by £0.112m (50% of the total LLP payment). If agreed, the HRA would retain a further £0.112m in RTB receipts and how this resource is treated would be subject to consideration during 2019/20. Repayment of receipts from the General Fund to the HRA above the 50% level would require PR&G approval as there is no technical justification that can be made.

Appropriation

- 3.7 Brighton & Hove City Council (General Fund) includes 20 non-operational residential properties that are managed by the Property & Design Estates Team.
- 3.8 As other operational properties are declared surplus, for example when a caretaker leaves, these are then considered for future operational use, or declared surplus by the service, who then transfer control of the property to the Property & Design Estates Team to evaluate future options for the property or site.
- 3.9 When properties become vacant, the Property & Design Estates Team work closely with colleagues in Housing and Estates Regeneration to review options before reporting these to committee.
- 3.10 Where there are residential properties that are suitable for inclusion within the housing stock, this is reported through Housing and Policy, Resources and Growth Committees to appropriate the site to the Housing Revenue Account, the most recent example of this being the transfer of 84 Coombe Road which was appropriated in January 2019.
- 3.11 Flat 1 Greenleas comprises a one bedroom first floor flat vacated in 2018 by the previous tenant and the council's teams have been reviewing options, including wider redevelopment opportunities at the site. The other residential property within this block is tenanted by a secure tenant under the Housing Act 1985.
- 3.12 The Bungalow at Drove Road, Portslade comprises a three bedroom former caretaker's property. It was previously occupied under a service tenancy but was vacant. Following consultations with Families, Children and Learning service in consultation with the school, it was agreed that the property was surplus to operational requirements.

The properties were valued as follows:

- 3.13 **Flat 1 Greenleas:** This one bedroom flat was valued at £0.177m by the council's Property and Design Estates Team. Research was undertaken by the Housing Strategy & Enabling Team via the Land Registry to compare this purchase price against recent sales in the vicinity to the site. Findings from this research confirmed that this purchase price offered the HRA value for money. Works are required to bring the property up to a lettable standard. A survey was carried out by the Housing Asset Team and it is anticipated that these works will cost up to £0.012m which has been accounted for in the purchase price and therefore the works will be the responsibility of the General Fund.
- 3.14 A viability assessment was completed on the property, which found that a purchase was viable at Living Wage (37.5%) and Local Housing Allowance for Temporary Accommodation (TA) rent levels. It was recommended that the property is used as council owned temporary accommodation. Funds were available in the HRA Home Purchase Policy budget to make this purchase. This budget is funded by Right to Buy Receipts and HRA borrowing.

Rent Level	Weekly Rent	Subsidy / (Surplus) £'000
Local Housing Allowance TA Rates	£135.00	(10)
Living Wage 37.5%	£134.70	(10)
Living Wage 27.5%	£98.78	39
Social	£74.42	77

3.15 As the valuation is less than £250,000, the property would normally be considered though the Home Purchase Policy buy back scheme and authorised by the Executive Director of Neighbourhoods, Communities & Housing under delegated authority. However, given that this purchase is an appropriation between the GF and HRA, a committee decision is required and therefore given the timescales available, urgency powers were utilised.

3.16 **The Bungalow, Drove Road:** This three bedroom bungalow was valued at £0.371m by the councils Property and Design Estates Team. Research was undertaken by the Housing Strategy & Enabling Team via the Land Registry to compare this purchase price against recent sales in the vicinity to Drove Road. Findings from this research confirmed that this purchase price offered the HRA value for money. Works are required to bring the property up to a lettable standard. A survey was carried out by the Housing Asset Team and it is anticipated that these works will cost up to £0.006m, the cost of which has been accounted for in the valuation and works will be the responsibility of the General Fund.

3.17 A viability assessment was completed on the property, which found that a purchase was viable for use as affordable housing within the HRA at Local Housing Allowance rent levels for TA. It was recommended that the property should be used as council owned temporary accommodation. Funds were available in the HRA Home Purchase Policy budget to make this purchase. This budget is funded by Right to Buy Receipts and HRA borrowing.

Rent Level	Weekly Rent	Subsidy / (Surplus) £'000
Local Housing Allowance TA Rates	£228.47	-
Living Wage 37.5%	£188.57	54
Living Wage 27.5%	£138.29	122
Social	£97.37	177

4 ANALYSIS & CONSIDERSATION OF ANY ALTERNATIVE OPTIONS

4.1 The decisions outlined at 2.1 have already been taken so an analysis of alternative options is not required. However it is noted that the repayment of RTB receipts to the government at 4% interest was not considered desirable due to the loss of resources of £0.256m to the council.

4.2 A number of other opportunities to purchase properties were investigated, but they were not able to progress due to issues or the timescale required. This included properties available at auctions.

5 COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 There has not been any community engagement as the matter relates to the appropriation of residential properties. Internal consultations were held with relevant parties.

6. CONCLUSION

- 6.1 Following the meeting of the Estate Regeneration Members Board on Monday 25 March 2019 and noting the pressing need to complete the acquisitions prior to the 31 March 2019, urgency powers were used to appropriate these properties at Market Value with the remainder of the unspent receipts passed to Homes for Brighton & Hove LLP.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 The appropriation of the two properties from the General Fund will be managed within the overall HRA capital programme budget and funded by HRA borrowing and RTB receipts.
- 7.2 Both properties were assessed as financially viable for use as affordable housing within the HRA.
- 7.3 The General Fund has received a capital receipt for £0.548m in 2018/19 which can be used to fund future capital expenditure.
- 7.4 If £0.223m was not transferred to the LLP, then an estimated £0.256m would have been paid back to the government including interest as all other alternatives considered for using these receipts at short notice were considered but discounted.
- 7.5 The payment to the LLP reduced the borrowing required by the council by 50% of this sum and increased the resources available to the LLP for the provision of new affordable homes in the city. Therefore, the council's General Fund is able to justify returning this sum to the HRA by reducing the 2019/20 General Fund retention of RTB receipts sum by £0.112m.

Finance Officer Consulted: Monica Brooks Date: 2/05/19

Legal Implications:

- 7.6 Officers do not have authority under the constitution to appropriate land from the General Fund to the HRA, nor do they have authority to make a grant of this value. However in cases of urgency, Chief Officers may exercise any of the functions within the service area where it is not reasonably practicable to obtain prior approval of a Committee. Before doing so they need to consult with the Chair of the relevant Committee. The action taken must be reported to the Committee.
- 7.7 In this case it is appropriate to report these decisions to HNH and PRG: HNH is the relevant Committee for the decisions relating to purchasing properties for the

HRA and the use of Right to Buy receipts. PRG is the correct Committee to report the decision to dispose of General Fund land (and the grant decision) to.

- 7.8 These steps meet the requirements of the Council's Agreement with the Secretary of State in that the sums have been spent on the provision of social housing.

Lawyer consulted: Alice Rowland

Date: 27/03/19

SUPPORTING DOCUMENTATION

Appendices:

None

Documents in Members' Rooms

None

Background Documents:

None

Subject:	Provision of drinking water fountains and bottle filling points in high footfall areas of the City.		
Date of Meeting:	20th June 2019		
Report of:	Executive Director of Environment, Economy & Culture		
Contact Officer:	Angela Dymott	29-1450	
	Name: Martin Hedgecock	Tel: 29-5047	
	Email: angela.dymott@brighton-hove.gov.uk		
	martin.hedgecock@brighton-hove.gov.uk		
Ward(s) affected:	All		

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

- 1.1 A petition on water fountains was considered at the Tourism, Development & Culture Committee at its meeting on the 16th November 2017 and the Policy, Resources & Growth Committee on the 30th November 2017 which led to a feasibility study into the practicalities and possible cost associated with the provision of water fountains in 6 high footfall areas within the City.

2. RECOMMENDATIONS:

- 2.1 That the Policy, Resources & Growth Committee approve option 1, to provide drinking water fountains and bottle filling points in 6 x high footfall areas of the City for a trial period of 3 years when the success of the project will be reviewed and consideration given to increasing the water fountain provision across the City.

3 CONTEXT/ BACKGROUND INFORMATION

- 3.1 The petition on water fountains that was considered at the Tourism, Development & Culture Committee at its meeting on the 16th November 2017 and the Policy, Resources & Growth Committee on the 30th November 2017 led to a feasibility study into the practicalities and possible cost associated with the provision of water fountains in 6 high footfall areas within the city.
- 3.2 The “added value” benefits of providing the refilling/water fountains are:-
- i. Prevents plastic pollution at source.
 - ii. Encourages healthy hydration (especially important by the beach in summer time)

- iii. Provides alternative to sugary drinks. Supports sugar smart campaign and obesity reduction.
 - iv. Cleaner streets and beach - decreases litter and “clean up” costs, especially important with influx of tourists in the summer.
 - v. Refilling saves money - supports low income people and families.
 - vi. Adaptation to climate change and increasingly hot summers.
 - vii. Reduces carbon footprint compared to using bottled water.
 - viii. Provides access to water for homeless people.
- 3.3 The proposal to provide the fountains in the City has synergies with other projects under consideration by the International & Sustainability Team regarding Single Use Plastics (SUP), the City to Sea organisation and the “Refill Brighton and Hove” (run by Brighton Peace and Environment Centre), all of whom have participated in the feasibility study and the preparation of this business case.
- 3.4 During the course of the feasibility study several councillors and residents associations had been in contact to request that consideration be given to including the feasibility of several existing Victorian water fountains, within parks, recreation grounds and other public areas, being restored to a safe and hygienic working condition. These have been surveyed, costed and included under feasibility study outcomes,3.5.

3.5 Feasibility Study Outcomes

3.5.1 Provision of new drinking water fountains.

The 6 locations below have been consulted on with the council’s Sustainability team, the Environmental Health team, Southern Water, the “refill” local coordinators, the City to Sea and Sustain organisations.

The locations that have been identified are recognised as high volume pedestrian footfall areas, travel hubs and exercising routes, all spaces where a fountain can reduce bottled water purchases...They are:-

- Queens Road adjacent the Brighton station bus stops.
- Churchill Square adjacent the westbound bus stops.
- Above Shelter Hall on the Kingsway junction with West street.
- On the Plaza in front of the Palace pier.
- Midway point of Hove lawns.
- Adjacent to the Eastbound bus stop in front of Hove Town Hall.

3.5.2 Several types of robust and vandal resistant combined drinking water fountain and bottle filling points were considered and visits made to view and speak to the organisations responsible for the ongoing servicing, cleaning, H&S water sampling and water consumption of the fountains. The recommended fountain is the Halsey Taylor 4420-BF1U - Endura II Tubular Outdoor Bottle Filling Station as installed at Borough Market in London who confirmed their use at the Market has demonstrated that they are highly resistant to customer abuse and very easy to maintain and service with minimal ongoing maintenance costs.

3.5.3 Following lengthy discussions with the Southern Water Authority, they confirmed that the provision of an unmetered supply and non-chargeable connection of the fountains would not be achievable as, being a commercial organisation, they would have to recover the installation and water usage costs.

3.5.4 The statutory requirements for water quality, safety and hygiene are very stringent and labour intensive with a daily cleaning regime and monthly sampling essential to prevent bacteria growth regulated by the Code of Practice ; Legionnaire's Disease: The control of Legionella bacteria in water systems.(L8) and costly to maintain.

3.5.5 The capital and operational revenue costs for the initial provision of the 6 x drinking water fountains and bottle filling points, the connection to the water supply and the ongoing servicing, cleaning, H&S water sampling and water consumption of each fountain are as follows:-

The Capital cost of purchasing the combined drinking water fountain and bottle filling point would be £3,200 + Vat each. (Total for 6 x fountains = £19,200).

The Capital cost of installing and connecting the fountains would be £3,900 + Vat each (Total for 6 x fountains = £23,400).

Therefore the total capital cost for the 6 x fountains would be £42,600.

The operational revenue cost of water consumption, the statutory requirement of servicing the fountains, cleaning them daily and the monthly H&S water quality sampling for each of the fountains would be £2,610 + Vat per year.

Therefore the total revenue cost for the 6 x fountains would be £15,660 per year).

3.5.6 **Additional Requests**

There have been further requests to consider the reinstatement of existing Victorian water fountains in Parks and Public Squares.

The requests to consider either including the renovation and reconnection of existing fountains located in parks and public squares within this proposal, or providing new combined drinking water fountain and bottle filling points, have been submitted by individual council members, members of the public and residents associations / friends of the parks. They will be considered following the trial period of 3 years when the success of the project will be reviewed and consideration given to increasing the water fountain provision across the City.

ANALYSIS & CONSIDERATION OF OPTIONS

4.1 **Option 1-** To procure, install and connect the 6 x combined drinking water fountain and bottle filling points in the high footfall locations identified possibly utilising capital funding from the Sustainability & Carbon Reduction Investment Fund but with full revenue costs absorbed by the council.

Benefits –

- Supports the aim of reducing the Single Use Plastic usage in Brighton and Hove
- Prevents plastic pollution at source.
- Encourages healthy hydration (especially important by the beach in summer time).

- Provides alternative to sugary drinks. Supports sugar smart campaign and obesity reduction.
- Cleaner streets and beach - decreases litter and “clean up” costs, especially important with influx of tourists in the summer.
- Refilling saves money - so supports low income people and families.
- Adaptation to climate change and increasingly hot summers.
- Reduces carbon footprint compared to using bottled water.

4.2 Option 2 -

To procure, install and connect the 6 x combined drinking water fountain and bottle filling points in the high footfall locations identified and recover the revenue costs through sponsorship and / or advertising.

Benefits –

All as Option 1 but with revenue costs fully or partially recovered through sponsorship or advertising.

Drawback –

Contains risks as it may be difficult to obtain the sponsorship or sell the advertising space.

4.3 Option 3 –

To procure, install and connect the 6 x combined drinking water fountain and bottle filling points in the high footfall locations identified and refurbish, reconnect and operate the Victorian water fountains in Parks and Public Squares.

Benefits –

All as Option 1 but with costs fully or partially recovered through sponsorship, funding from public groups who have requested the reinstatement, fund through the “refill” project or through selling advertising space.

Drawback –

Contains risks as the Sustainability & Carbon Reduction Investment Fund support may not be available and it may be difficult to obtain the sponsorship or sell the advertising space.

4.4 Option 4 –

Do nothing and increase council support for the Refill, City to Sea and the Sustain Projects.

COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 The proposal has been done in consultation with stakeholders, Southern Water, the internal sustainability team and individual BHCC members.
- 5.2 Consultation has also taken place with Southwark, Camden, Islington, the GLA and the Vale of Glamorgan Local Authorities where they are already in operation, all feedback has been very positive and the GLA, who trialled 30 combined drinking water fountain and bottle filling points, have now authorised the installation of another 140 fountains across the GLA area.

- 5.3 Feedback from members are that the locations selected for the new drinking water fountains are too “centre focussed” and that outlying wards should be included for consideration.
- 5.4 It is proposed that the option1 above be considered as trial. If the trial proves successful a review can be instigated to see if it is viable and feasible to look at the additional proposal to reinstate the 6 Victorian fountains in parks and public square and extend the provision of combined drinking water fountain and bottle filling points across the City based on demand and need in wards and neighbourhoods.
- 5.5 It is proposed to monitor the trail and consult further with the Local Authorities who have these in operation to understand their measures of success and customer surveys.

6. CONCLUSION

- 6.1 The preferred option is Option 1 to provide the drinking water fountains and bottle filling points in 6 x high footfall areas of the City for a trial period of 3 years when the success of the project will be reviewed and consideration given to increasing the water fountain provision across the City.
- 6.2 To enable the success of the project to be reviewed over the course of the 3 years, each of the fountains will be fitted with a flow meter to measure both usage and water consumption; this data will also be converted by a formula to indicate the exact number of 0.5L SUV bottles of water may have been purchased if the fountain had not been available.
- 6.3 We will not be able to monitor and identify the type of individual user but we will seek feedback through citizen surveys and social media communication as other Local Authorities’s have done.

7. FINANCIAL & OTHER IMPLICATIONS:

7.1. Financial Implications:

It is proposed that the capital funding for the new fountains amounting to £42,600 could be covered by the Sustainability & Carbon Reduction Investment Fund subject to this committee’s approval of the proposed allocations from this fund. The ongoing revenue costs, estimated to be £15,660 per annum will be included in the general fund revenue budget from 2020/21 for an initial period of 3 years as a commitment.

Finance Officer consulted: James Hengeveld Date 03/06/19

7.2 Legal implications

The proposal is that the Council procures a contractor to supply the fountains. The value of this contract is £42,600. The Council will add the fountains maintenance to the corporate legionella contract for maintenance and monitoring. The value of the supply and installation contract £42,600 and the revenue costs of £15,660 per annum. are below the threshold at which the Council is required to conduct a procurement which complies with the European public procurement

regime but the Council is required to comply with its Contract Standing Orders. The Council may also need to grant licences to the contractor to enable it to place the fountains on Council land. Orbis Public Law will advise on this as the project progresses.

Under the Health and Social Care Act 2012, local authorities are under a duty to improve the health of their local population. This is a measure which supports that obligation by providing a healthy alternative to sugary drinks.

Legal Officer consulted: Alice Rowland Date 03/06/19

7.3 Equality Implications

Increasing access to water fountains in the City creates health benefits for everybody, including older and disabled people, as well as children and young people, as noted. The design of the new fountains and potential refurbishment of the Victorian fountains will need to consider accessibility, to ensure that disabled people (especially those with mobility or sensory impairments and people of short stature) are able to reach and use the facilities.

Equalities Officer consulted: Sarah Tighe-Ford Date 12/06/19

7.4. Sustainability Implications:

7.4.1 Sustainability will be improved by the following:

- i. Prevents plastic pollution at source.
- ii. Encourages healthy hydration (especially important by the beach in summer time).
- iii. Provides alternative to sugary drinks. Supports sugar smart campaign and obesity reduction.
- iv. Cleaner streets and beach - decreases litter and "clean up" costs, especially important with influx of tourists in the summer.
- v. Refilling saves money - so supports low income people and families.
- vi. Adaptation to climate change and increasingly hot summers.
- vii. Reduces carbon footprint compared to using bottled water.
- viii. Provides access to water for homeless people.

7.5 Crime & Disorder Implications:

7.51 There are no direct implications in respect of the prevention of crime and disorder within this report although the recommended drinking water fountains and bottle filling points will minimise vandalism through design and the use of relevant materials.

7.6 Risk and Opportunity Management Implications:

7.6.1 The risks and opportunities are dependent on the successful procurement of the drinking water fountains and bottle filling points. Specialist contractors are used for installation and compliance maintenance and robust contract and financial management to ensure that works are completed safely within budget and

programme. Corporate risk is reduced through the Corporate Landlord model, ensuring consistency of approach for statutory and other legal requirements.

7.7 Public Health Implications:

7.7.1 The revenue element includes funding the Water Management statutory compliance and corporate water management and servicing contracts (L8). Failure to have robust processes to manage these risks could lead to significant public health implications e.g. proliferation of Legionella Bacteria, etc.

7.8 Communication to the Citizens of Brighton and Hove:

7.8.1 Once authorised, the communications team will communicate the details of the combined drinking water fountain and bottle filling point's provision and locations to the citizens of Brighton and Hove.

7.8.2 The BHCC education team will also be engaging with schools to communicate and promote the provision of the fountains and determine the best way to collect data on behaviour change among school pupils.

Subject:	Use of Urgency Powers in Relation to Transport services for Vulnerable Children and Adults	
Date of Meeting:	11 July 2019	
Report of:	Executive Director for Families, Children & Learning	
Contact Officer:		
	Name:	Richard Barker, Head of School Organisation
		Tel: 01273 290732
	Email:	richard.barker@brighton-hove.gov.uk
Ward(s) affected:	(All Wards);	

1. PURPOSE OF REPORT AND POLICY CONTEXT

- 1.1. This report provides information about the procurement of a new Dynamic Purchasing System (DPS) for the provision of transport for vulnerable children and adults. Committee is requested to note that, due to urgent circumstances, the procurement and award of the DPS was authorised by the Executive Director Families, Children and Learning using his Chief Officer urgency powers.

2. RECOMMENDATIONS:

That Policy, Resources & Growth Committee:

- 2.1 Notes that the decision has been taken by the Executive Director Families, Children & Learning to procure and award a Dynamic Purchasing System (DPS) and call off contracts for the provision of transport services for vulnerable children and adults with a term of up to four years.

3. CONTEXT/ BACKGROUND INFORMATION

- 3.1 A draft report on the provision of transport for vulnerable children and adults was discussed at the Procurement Advisory Board (PAB) on 25 June 2018. At that time officers were still considering the benefits and complexities of introducing a DPS which are in operation in East Sussex and Surrey County Councils.
- 3.2 The members of PAB expressed a preference for the procurement of a DPS and a desire for the involvement of community businesses such as Community Transport.

- 3.3 The report which went to PR&G committee in October 2018 recommended the procurement and award of a framework agreement (and not a DPS) to provide for arrangements similar to the existing arrangements whereby a framework agreement would be put in place and individual routes 'called off'.
- 3.4 The report explained that, after further consideration, the DPS option would not be suitable at that time for the following reasons:
- not having the additional administrative tasks detailed in current job roles
 - limited market engagement and
 - soft market testing not indicating a positive appetite for change.
- 3.5 At that time, officers were considering amalgamating the existing combination of school routes to be 'called off' in such a way as to bring a reduction in costs.
- 3.6 On 11 October 2018 PR&G committee approved the procurement of a contract for home to school transport for pupils with special educational needs and other transport for vulnerable children and adults on behalf of social care teams, for a term of four years, from 1 September 2019 to 31 August 2023 and delegated authority to the Executive Director Families Children & Learning to procure and award a 4 year framework agreement.
- 3.7 Following the PR&G committee decision, the significance of the home to school transport budget overspend in 2018/19 and the initial forecast for the next financial year in relation to client transport led officers to recruit an independent consultancy, Edge Public Solutions ('Edge'), to review all of the council's arrangements for client transport.
- 3.8 Edge were tasked with producing a savings implementation plan in relation to the transportation of vulnerable children and adults. Their work started in January 2019 and early consideration was given to the proposals to re-tender the transport arrangements. It was identified that the proposed new framework agreement would not enable the council to realise any significant change to the forecast overspend because of the market share of current providers and a lack of control over routing.
- 3.9 On 26 March 2019, as part of its presentation on the proposed savings implementation plan, Edge identified the introduction of a DPS as one measure to assist the council in achieving savings on its wider transport spend. It would assist the drive for efficiency and quality improvements by:
- Broadening the supplier base whilst maintaining quality and safeguarding
 - Ensuring a competitive tendering environment
 - Introducing a greater number of more suitable larger capacity vehicles.
 - Having the ability to respond effectively to changes in demand and futureproofing against rising demand.
- 3.10 This review went beyond the current provision of transport under the current framework agreement and incorporated areas not previously considered by the report produced for the PR&G committee in October 2018.

- 3.11 The Policy, Resources & Growth committee had last met on 21 March 2019. The Children, Young People and Skills (CYP&S) Committee had last met on 4 March 2019. The council entered the purdah period on Friday 22 March 2019 and at the time it was expected to last until the conclusion of the local elections on 2 May 2019.
- 3.12 Compelling evidence produced by Edge and due diligence with other local authorities, where the introduction of a DPS had been initiated, meant a decision was taken to introduce a DPS rather than a framework agreement.
- 3.13 A briefing was provided to the Leadership Board on 8 April 2019 where satisfaction with the process was expressed. Prior to this briefing the Chair of the CYP&S committee and Leader of the Council had been kept informed of the work being undertaken, initially the awarding of a contract with Edge and subsequently the procurement process.
- 3.14 As a result of the urgent need to procure a replacement for the existing framework agreement, a desire to minimise any disruption to children's transport in the academic year and the budget pressure identified in 2019/20, the Executive Director Families Children & Learning used his urgency powers under Part 6.2 Part A 7(2) of the council's Constitution and, following consultation with the Chair of the CYP&S committee, approved the procurement and award a DPS for transport for vulnerable children and adults with a term of four years. The DPS itself is an umbrella arrangement which does not require the council to call off any contracts. The approximate value of all of the call offs from the DPS over a four year period is £12m.
- 3.15 The procurement process for the new DPS was undertaken between March and April 2019 and successful providers have been awarded a place on the DPS. Once DPS agreements are entered into with the successful providers, call off contracts can be tendered and awarded for routes with a planned commencement in September 2019.
- 3.16 In line with recommendations the Executive Director Families, Children & Learning plans to procure and award contracts through the DPS. The plan is for the initial call off contracts to be procured and awarded through the DPS during late June and early July 2019 ready to commence in September 2019, at the conclusion of the electronic tendering process which is expected to have started in late June and concluded by mid-July.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 Without a change in approach the Home to School Transport budget was forecast to be overspent in 2019/20 by £346k and it finished the previous financial year overspent by £210k.
- 4.2 The work in collaboration with Edge identified that it was appropriate to procure a DPS rather than another framework agreement. No alternative approach to procurement was recommended to assist in addressing the forecast overspend. In conjunction with other initiatives, utilising a DPS enables much improved market engagement ultimately creating a broader and improved market environment.

5. COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 The council took advice from its appointed advisers who have a demonstrable track record in delivering financial savings within this area of council responsibility.
- 5.2 The council undertook provider information events during the period of registration for the DPS to inform prospective providers of the proposal to change the arrangements to a DPS. This was an opportunity for potential providers to ask for clarifications and for the council to reflect on any observations made by potential providers as part of the process and a record of the discussion and responses to questions posed was made available to all potential bidders.
- 5.3 Headteachers of the city's special educational needs schools and the Parent and Carer Council were informed of the proposals with respect to the DPS.

6. CONCLUSION

- 6.1 In March 2019 it became apparent that there was an urgent need to address a growing budget overspend. Officers consulted with Edge who advised that a DPS would be the most suitable option for the provision of transport for vulnerable children and adults in order to reduce the forecast overspend.
- 6.2 The need to procure the DPS was urgent and officers did not have time to bring a further report to committee. Therefore, the Executive Director Families Children & Learning used his urgency powers under Part 6.2 Part A 7(2) of the council's Constitution to carry out the procurement and award of the DPS following consultation with the Chair of the CYP&S committee.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 The emerging budget pressure on transport and particularly the home to school transport contract required urgent remedial action. Following the decision to engage consultants to address the problem, potential savings have been identified of which the tendering and management of the contract via DPS is a significant element. Any delay or failure in this process could jeopardise the delivery of the savings required.

Finance Officer Consulted: David Ellis

Date: 26/06/19

Legal Implications:

- 7.2 The council has a statutory duty to provide home to school transport for certain pupils attending schools in the Brighton & Hove area under the Education Act 1996 (as amended).
- 7.3 In cases of urgency, Chief Officers may exercise any of the functions within their service area where it is not reasonably practicable to obtain prior approval of a

Committee. Before doing so they need to consult with the Chair of the relevant Committee. The action taken must be reported to the Committee.

- 7.4 It is appropriate for the Executive Director, Families Children and Learning to consult with the Chair of the relevant committee and to report this action to PRG as the decision to procure and award the DPS and call off contracts should (in cases where there is no urgency) be taken by that Committee.

Lawyer Consulted: Isabella Sidoli

Date: 27/06/19

Equalities Implications:

- 7.5 As stated in the original report to the PR&G Committee, the council has a responsibility to promote access to appropriate educational provision for all in accordance with legislation including the Equality Act 2010. It must balance that responsibility against any change in transport provision, to ensure that it is not compromising access by vulnerable individuals.
- 7.6 It is not necessary to carry out an equalities impact assessment on this occasion as the criteria for accessing transport services are not changing as a result of this new procurement.
- 7.7 All potential providers have had the opportunity to receive and discuss the implications of re-tendering including TUPE considerations for people currently employed in the transportation of vulnerable adults and children on behalf of the council.

Sustainability Implications:

- 7.8 As stated in the original report to the PR&G committee, the Education Act 2006 (as amended) places a general duty on the council to promote the use of sustainable travel and transport. The duty applies to children and young people of compulsory school age and sixth-form age who travel to receive education or training in the council's area.
- 7.9 It is accepted that hired transport contributes to traffic levels in the city. However, this is offset by the council's contractual requirement on providers to maximise the use of all spaces on vehicles (except where, through health or safety considerations, children must travel alone).

SUPPORTING DOCUMENTATION

Appendices:

1. Corporate / Citywide Implications

Corporate / Citywide Implications:

- 1.1 The Council wishes to appoint Operators to provide the transportation of vulnerable Children and Adults (Service Users). This includes transporting children with special needs and disabilities between their home and establishment and transporting adults and children supported by Social Care teams.
- 1.2 The Council wishes to work in partnership with Operators to deliver a high quality, safe and efficient transport service for vulnerable children and adults in Brighton & Hove.
- 1.3 Key service objectives are:
 - Quality – A client-centred service delivered in a safe, professional and effective manner by trained staff in clean, comfortable vehicles. Ensuring promptness of pick up and drop off is a high priority
- 1.4 The Specification sets out how Operators will be required to deliver the service to achieve the Council's objectives which include ensuring:
 - A good life: ensuring a city for all ages, inclusive of everyone and protecting the most vulnerable.
 - A well-run city: keeping the city safe, clean, moving and connected
- 1.5 In recent years, the Passenger Services budget has been significantly overspent and this needs to be rectified to ensure council funding can be utilised in line with priorities identified in the budget planning process rather than being re-directed to address budget pressures. The council believes that through the creation of this DPS (which will allow entry of new Operators throughout the lifetime of the DPS) it will have the opportunity to improve competition whilst retaining quality of services and still allow our valued Operators to make a reasonable return for their businesses.
- 1.6 It is hoped that introducing a DPS system will stimulate the local market and provide more opportunities for small and medium sized local enterprises that are able to deliver a high quality and reliable service supporting the retention of income in the local and regional economy.
- 1.7 It is also hoped that it will facilitate the greater involvement of community businesses as encouraged by the PAB.

Subject:	Energy Procurement Strategy - Award of Supply Contracts		
Date of Meeting:	11 July 2019		
Report of:	Executive Director, Economy, Environment & Culture		
Contact Officer:	Name:	Angela Dymott	Tel: 01273 291450
		Mark Prior	01273 292095
		Kelvin Newman	01273 290599
	Email:	angela.dymott@brighton-hove.gov.uk	
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Ward(s) affected:	All Wards		

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

- 1.1 This report seeks delegated authority to re-procure Brighton & Hove City Council's ('the Council') electricity and gas supply requirements from 1 October 2020. This comprises 1,655 supplies across the Council's corporate operational portfolio including schools, housing with communal utilities and street-lighting. The current total spend on these requirements is approximately £5.7m per annum.
- 1.2 The Council currently procures its electricity and gas supply requirements through a Central Purchasing Body ('CPB'). CPB's set up and manage energy purchasing frameworks which public sector bodies can access. The energy market is unpredictable and procuring through a CPB provides an element of protection against market volatility as well as benefitting from economies of scale through the aggregation of our supply requirements with other public sector organisations.
- 1.3 The Council has been working with our Orbis partners in East Sussex and Surrey on a commercial strategy for utility procurement which includes alignment of our respective utility contract dates to allow future joint procurement when our current arrangements end, benefitting from a single procurement process to maximise economies of scale.

2. RECOMMENDATIONS

That Policy, Resources & Growth Committee:

- 2.1 Grants delegated authority to the Executive Director Economy, Environment & Culture to procure and enter into call off contracts using the Crown Commercial

Services framework for the Supply of Energy and Ancillary Services (RM6011) as follows:

- (i) a call-off contract for Half Hourly and non-Half Hourly electricity and ancillary meter management and automatic meter reading data services with a maximum term of four years; and
- (ii) a call-off contract for gas and ancillary meter management and automatic meter reading data services with a maximum term of four years
- (iii) evaluate the comparison prices between an 100% Green tariff and a Brown tariff and make a value for money decision on the affordability of Green energy within existing energy budgets
- (iv) evaluate the various 'basket' options including fixed and flexible pricing and the length of the contracts in consultation with the respective budget holders and make a value for money decision within existing energy budgets

3. CONTEXT / BACKGROUND INFORMATION

The Council's Current Contract Arrangements

3.1 The Council currently has four main energy supply contracts procured through Central Purchasing Bodies (CPBs) to be included in this procurement exercise:

- **Non-Half-Hourly ('NHH') Electricity Supply Contract**

This contract comprises 1,230 smaller metered supplies (defined as consuming less than 50,000kWh of electricity per annum) across the operational portfolio including smaller schools, libraries, sports pavilions, some housing sites and other smaller council buildings.

Contract Period: 1 April 2019 to 30 September 2020

Value: Currently £0.8m per annum

Tariff: Fixed price for eighteen months

Current Supplier: SSE

CPB: Laser Energy Buying Group

- **Half-Hourly ('HH') Electricity Supply Contract**

This contract comprises 125 larger metered supplies (defined as consuming more than 50,000kWh of electricity per annum). These sites include the main civic offices, larger schools and other large council buildings.

Contract Period: 1 October 2016 to 30 September 2020

Value: Currently £2.3m per annum

Tariff: Flexible with annual price reviews

Current Supplier: NPower

CPB: Laser Energy Buying Group

- **Gas Supply Contract**

This contract comprises around 300 sites including schools, corporate buildings and housing.

Contract Period: 1 October 2016 to 30 September 2020

Value: Currently £1.3m per annum

Tariff: Flexible with annual price reviews

Current Supplier: Total Gas & Power

CPB: Laser Energy Buying Group

- **Street Lighting Electricity Supply Contract**

This contract comprises the unmetered electricity supply for the Council's street-lighting and illuminated street furniture including 20,698 lighting columns, 2,828 illuminated traffic signs, 858 illuminated bollards and 358 feeder pillars and associated private cable networks. Approximately 20% of the street-lighting equipment has been converted to low energy LED with a plan to convert the remainder to LED over the next two years.

Contract Period: To be extended to 30 September 2020

Value: Currently £1.3m per annum

Current Supplier: EDF

CPB: Crown Commercial Services ('CCS')

3.2 **Ancillary Meter Management & Automatic Meter Reading ('AMR') Data Services**

The Council currently procures AMR data services through our electricity and gas suppliers. AMR data reduces the Council's reliance on manual or estimated reads and allows the Council to monitor energy consumption more accurately. Procuring AMR data through our suppliers reduces our data costs (as these are often provided free-of-charge or at a reduced rate) and places the responsibility for maintenance on the supplier rather than the Council. The current annual cost of AMR services across the council is around £10,000 and it is proposed that AMR data services continue to be procured alongside our energy suppliers.

The management of utility metering, including new connection and disconnection requests and maintenance of metering equipment can be delivered by the energy supplier or appointed to a third party. It is proposed that the successful energy supplier is appointed for these services if a value for money price can be secured.

Market Engagement

3.3 A number of the utility market's key players from both the private and public sector were invited to present their offers to Orbis partners as part of the Orbis Commercial Strategy for Utilities. These included: Crown Commercial Services ('CCS'), Kinect, the Laser Energy Buying Group and the Yorkshire Purchasing Organisation. Additionally, desk top research, telephone conversations and face-to-face discussions took place with the London Energy Project and Energy for Good.

3.4 The services offered by these organisations have been thoroughly assessed against the Council's requirements that included account management, billing, ability to self-serve, social value, purchasing options, metering and renewable energy. Commercial benefit figures (that is, the difference between the organisation's current price for electricity & gas and the average market price) were also compared where available.

3.5 The conclusion of this assessment is that CCS are considered to offer the best value for money to all three Orbis partners for the reasons detailed below. This recommendation was subsequently approved by the Council's Procurement Advisory Board ('PAB') on 28 January 2019.

Rationale for Procuring in Collaboration with Orbis partners

3.6 Across the Orbis partnership there are two CPB framework providers currently in use – the Laser Energy Buying Group and Crown Commercial Services ('CCS'). Historically, the sovereign authorities within the Orbis partnership have procured their utility supply requirements independently through these national frameworks. The current landscape is therefore varied as contracts have different durations and end dates. By aligning our contract dates and jointly procuring these contracts in future, the Orbis Procurement Team anticipates the following benefits for the Council:

- A reduction of around 500 hours of Procurement staff time due to consolidated procurement activities across all three authorities.
- The consolidation of Orbis partner energy volumes & requirements has resulted in a single provider across the three partner sites. This will lead to efficiencies in managing accounts.
- Allowing further best practice to be shared and developed across the Orbis partner authorities.

Rationale for Procuring Through a Central Purchasing Body ('CPB')

3.7 A CPB allows the Council to procure energy supplies through a compliant framework rather than direct from an energy supplier with the following advantages:

- The CPB will aggregate energy supply demands across a large number of public sector organisations and procure in bulk using a compliant framework allowing the participant organisations to benefit from increased buying power and economies of scale which would not be available to them individually.
- The energy market remains highly volatile and the CPB will have the expertise and capacity to purchase energy over time when market conditions are favourable and reduce the risk of purchasing when the market reaches a peak.
- It has been estimated by the Orbis Procurement Team that the Council already benefit by approximately £230,000 per annum through cost avoidance by procuring our metered energy supplies through our current CPB compared with contracting directly with a supplier. Such cost avoidance results from lower management fees, CPB trading flexibility, bulk purchasing and reduced usage penalty risks.

Rationale for Procuring Through Crown Commercial Services ('CCS')

3.8 Due to the larger volumes of the CCS framework it is possible that additional cost avoidance can be achieved by switching from Laser to CCS due to CCS's current track record for beating wholesale market averages and improved risk management. However, due to the current upward trend in energy prices, the Council's overall energy spend is still expected to increase year-on-year.

3.9 It has been estimated that the Council will benefit from an annual saving of approximately £10,000 due to CCS's lower management fees compared with our current CPB.

3.10 Using a combination of CCS's short-term and long-term purchasing strategies (formerly known as 'baskets'), greater price stability over the longer term will be

delivered with the potential for further savings due to the extended purchasing period and the possibility of purchasing at periodic market lows.

3.11 CCS has the most significant buying power of any CPB based on the volumes detailed below making CCS close to the big six suppliers in terms of market influence.

- CCS's annual half-hourly electricity framework spend is £935m with 800 customers and 17,656 meters across the public sector (2016-17 data),
- CCS's annual gas framework spend is £400m with 885 customers and 30,000 meters across the public sector (2016-17 data),
- CCS has the most comprehensive set of key performance indicators ('KPI's) with which to manage supplier performance and the most effective way of responding when KPI targets are not being met and
- CCS's management fees are lower than other CPBs.

3.12 The accuracy of forecast expenditure for budget monitoring can be improved as the CCS purchasing periods align with the financial year.

Electricity Supplies from Renewable Sources

3.13 All CPBs offer 'Green' tariffs where electricity supplies are sourced from 100% renewable sources. The provenance of the energy is certified through the REGO (Renewable Energy Guarantees of Origin) scheme.

The REGO scheme is administered by OFGEM (Office of Gas & Electricity Markets) and has been designed to increase transparency for consumers who wish to buy renewable energy.

Although the purchase of a Green electricity tariff does not guarantee any direct additionality of renewable generation into the grid, it is considered that high demand by consumers for 100% renewable supplies will increase pressure on electricity suppliers to invest in further renewable energy generation in the future. Purchase of a Green electricity tariff will therefore be a reputational benefit to the council in supporting the reduction of carbon emissions from national electricity generation in response to climate change.

BHCC currently has a 'Brown' electricity tariff (from non-renewable sources). Switching to a 100% Green electricity tariff will result in higher unit costs although the exact additional costs cannot be assessed at this stage as the latest CCS framework is not yet in place.

3.14 As part of the procurement process BHCC will therefore seek comparison prices for both a 100% Green electricity tariff and a Brown tariff (from non-renewable sources) from CCS.

The Executive Director, Economy, Environment & Culture will then consider the additional cost of the Green supply and make a value for money decision on which tariff to procure including an assessment on the affordability of Green energy within existing energy budgets.

Purchasing methods

- 3.15 CCS offer various means of procuring our supplies (called 'baskets') which can include fixed or variable price tariffs over various terms as well as options to take advantage of market fluctuations to secure energy when the price is low. The longer the contract term the more likely it is that suppliers will be able to iron out market peaks and be able to take advantage of market lows. Orbis Procurement is currently looking at the advantages and disadvantages of the various basket options, including contract length, for each part of each authority's portfolio and the final decision will be delegated to the Executive Director, Economy, Environment & Culture based on an overall value for money assessment in consultation with the relevant budget-holders. Due to the volatile energy market delegated authority enables a more flexible approach to market conditions and the allows the council to take advantage of competitive prices at the right time. A report will be done to capture decisions taken and to include financial and other implications.

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

Several other options were considered and rejected during the development of the Orbis commercial strategy for utilities, namely:

4.1 Option 1 – Procure our own energy by direct tender

This option is possible but would involve the Council undertaking a stand-alone OJEU tender to secure our own energy independent of a CPB or other intermediary. In this case each of the Orbis partners would be contracting directly with the selected energy provider(s). This approach is unlikely to represent best value due to the relatively small scale of the Council's energy supply requirements compared to the CPBs. In addition, a direct tender would require the Council to engage additional resources including skilled energy traders and additional contract management staff and provides a greater risk of exposure to energy price fluctuations.

4.2 Option 2 – Procure through a private sector provider

The Orbis partners could use a private sector third party intermediary ('TPI') to procure our energy supplies but it would need to be sure that it is getting best value through a truly aggregated, flexible contract. Full price transparency of all costs, including TPI fees and any commission paid by suppliers to the TPI, would be needed. By aggregating our volumes, the TPI could access the wholesale market on our behalf but we may only receive prices based on the supplier's view of the market. A full OJEU tender would be required to engage with such a provider with all the associated resource and time implications that would be entailed.

4.3 Option 3 – Procure from generators / self-supply

The Council could procure electricity via an OJEU procedure using a Power Purchase Agreement ('PPA') to buy electricity direct from the operators of small scale off-site renewable generation assets such as solar photo-voltaic ('PV') installations. Depending on the type of PPA, this could reduce the impact of power / price volatility on the Council as it is possible to fix prices on a longer-term basis (typically up to five years). However, these arrangements tend to be more commercially attractive if the electricity can be supplied direct to the user (i.e. outside of the National Grid) which is unlikely to be possible for the Council due to the spread of buildings across its geographical area.

5. COMMUNITY ENGAGEMENT & CONSULTATION

- 5.1 As the non-half hourly ('NHH') electricity supply contract will directly affect leasehold housing tenants who are invoiced for their agreed share of the electricity charges on communal areas of blocks of flats, the Energy & Water Team will liaise with the Housing Management Team who will lead on the statutory consultation notifications that might be required.

6. CONCLUSION

- 6.1 Contracting through a Central Purchasing Body ('CPB') offers the Council the best value procurement route.
- 6.2 Following an evaluation of the currently available CPB frameworks, Crown Commercial services ('CCS') was considered to offer the most favourable route for purchasing the Council's energy supply contracts.
- 6.3 Aligning contracts with Orbis partners unlocks potential for additional efficiencies including a reduction in officer time on separate future procurement exercises.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 The Council's non-half hourly and half-hourly electricity supply contracts have an annual spend of approximately £3.1m whilst the gas supply contract has an approximate value of £1.3m per annum and the street-lighting electricity supply contract has an approximate annual value of £1.3m.

The proposed procurement is subject to compliance with the Council's Contract Standing Orders ('CSO') and Financial Regulations. The Council's CSOs state that contracts above the value of £0.5m require approval from the relevant Committee or executive decision-making body. The achievement of value for money when procuring goods and services is a key task to ensure that public money is well spent.

The Council currently procures its energy supplies through a Central Purchasing Body ('CPB') rather than directly from an energy supplier. This reduces the risk to the Council of price fluctuations within the utility market through increased flexibility in purchasing as well as economies of scale through bulk purchasing but prices are still subject to market conditions. It is considered, after analysis of available procurement options, that entering into a CPB under the Crown Commercial Services framework will provide the greatest opportunity of maximising value for money. It is estimated that the Council currently makes financial efficiencies of £230,000 per annum through a CPB route.

Through the proposed alignment of energy supply contract dates and by jointly procuring these contracts through the Orbis Partnership it is estimated that the Council may make annual savings of £10,000 as well as a reduction in administration and officer time.

Finance Officer Consulted: Steven Bedford

Date: 10/05/19

Legal Implications:

- 7.2 The Council has a duty to secure continuous improvement in the way in which its functions are exercised having regards to a combination of ‘economy, efficiency and effectiveness’.

In accordance with Part 4 of the council’s Constitution, Policy, Resources & Growth Committee is the appropriate decision-making body with respect to the recommendations set out in Section 2 above. In addition, in order to comply with CSO 3.1, authority to enter into contracts in excess of £0.5 million must be obtained by the relevant Committee.

Using the CCS framework will ensure that the Council complies with its own Contract Standing Orders and the relevant public procurement legislation.

Lawyer Consulted: Wendy McRae-Smith

Date: 31/05/19

Equalities Implications:

- 7.3 There are no equalities implications.

Sustainability Implications:

- 7.4 Alternative prices will be sought during the procurement exercise for ‘Brown’ and ‘Green’ electricity supplies. The Executive Director Economy, Environment & Culture will consider the additional cost of the Green supply and make a value for money decision on which tariff to procure including an assessment on the affordability of Green energy within existing energy budgets.

Any Other Significant Implications:

- 7.5 No other significant implications have been identified relating to this report.

SUPPORTING DOCUMENTATION

Documents in Members’ Room: None

Background Documents: None

V8

Subject:	Review of the Constitution – July 2019		
Date of Meeting:	11 July 2019 25 July - Full Council		
Report of:	Executive Lead Officer for Strategy, Governance & Law (Monitoring Officer)		
Contact Officer:	Name:	Elizabeth Culbert	Tel: 01273 291515
	Email:	elizabeth.culbert@brighton-hove.gov.uk	
Ward(s) affected:	(All Wards);		

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT

- 1.1 This report proposes changes to the Council's Constitution for approval by Policy, Resources & Growth Committee and (where relevant) Full Council. The proposals set out in the report have been considered by the cross party Constitutional Working Group and by Leaders Group.

2. RECOMMENDATIONS:

Policy, Resources & Growth Committee:

- 2.1 That the proposal in paragraph 4.8 of the report that elected members be encouraged to provide sufficient detail so that the nature and parameters of oral questions to Full Council are clear be noted;
- 2.2 That the principles relating to elected member working groups as set out at paragraphs 4.9 to 4.10, the list of permanent working groups as set out in Appendix 1 and the Terms of Reference as set out at Appendix 2 be agreed;
- 2.3 That the amendments to officer delegations as set out at paragraphs 4.16-4.18 and the approach to the inclusion of Brexit implications as appropriate in committee reports as set out in paragraph 4.19 be agreed;
- 2.4 That Full Council be recommended to approve the proposed changes to the Council's Constitution set out at paragraphs 4.1-4.4 (Planning Committee delegations); 4.5-4.7 (Written Questions); 4.11-4.13 (Committee Delegations); 4.20 (reporting by sub-committees to parent committees) 4.21 (External bodies reporting to Full Council); 4.22 (Alliances, Charters and Pledges); 4.23 (Council Procedure Rules – definition of Council meeting); and 4.26 (discontinuation of the Orbis Public Law Joint Committee.)
- 2.5 That the Executive Lead Officer for Strategy, Governance & Law be authorised to agree necessary modifications to the inter-authority agreement between Brighton & Hove, East Sussex County Council, Surrey County Council and West Sussex County Council

Full Council

- 2.6 That the proposed changes to delegations to Planning Committee as set out in paragraphs 4.1 to 4.4 of the report be approved;
- 2.7 That the proposal to clarify the mechanism for responding to written questions from elected members at Council Committees (and sub-committees) set out in paragraph 4.5-4.7 of the report be agreed;
- 2.8 That the review of Committee functions as set out at paragraphs 4.11 to 4.13 including the establishment of a new Tourism, Equalities, Communities & Culture Committee and the discontinuation of the Orbis Joint Committee (as set out in paragraph 4.26) be agreed;
- 2.9 That the changes to Council Procedure Rules to reflect the approach to reporting by sub committees to parent committees as set out at paragraph 4.20 of the report be agreed;
- 2.10 That it be agreed to invite both East Sussex Fire and Rescue Service and the Sussex Police and Crime Panel to present an Annual Report to Full Council as set out at paragraph 4.21 of the report;
- 2.11 That decisions to commit the Council to the principles or membership of alliances, charters and pledges should be reserved to Full Council and that this approach be kept under review and any impact on Council business assessed as set out at paragraph 4.22 of the report;
- 2.12 That the Council Procedure Rules be amended to ensure a consistent definition of "Council meeting" as set out at paragraph 4.23 of the report.

Policy, Resources & Growth Committee and Full Council

- 2.13 That the Chief Executive and Monitoring Officer be authorised to take all steps necessary or incidental to the implementation of the changes agreed by the Policy, Resources & Growth Committee and by Full Council, and that the Monitoring Officer be authorised to amend and re-publish the Council's constitutional documents to incorporate the changes;
- 2.14 That the proposed changes come into force immediately following their approval by Policy, Resources & Growth Committee or adoption by Full Council, as appropriate.

3. CONTEXT/ BACKGROUND INFORMATION

- 3.1 The Council is required to keep its Constitution under review with a view to achieving efficiency, economy and effectiveness. The Cross-Party Constitutional Working Group (CWG) was set up to assist with this by considering proposals and advising the Council on proposed changes to the constitution. The current members of the CWG are Councillors Moonan (Chair), Littman and Wares . The proposals set out in the report were agreed by the CWG on 6th June 2019 and discussed by Leaders Group on 1 July 2019.

4. PROPOSALS

Planning Committee and Officer Delegations

- 4.1 The cross party Planning Working Group received a request from the Tourism, Development and Culture Committee in June 2018 to review the officer delegations in relation to Listed Building applications. This followed concerns that elected members were not always aware of planning applications relating to Listed Buildings in their wards.
- 4.2 Under current arrangements planning applications relating to Listed Buildings are determined by officers unless either:-
- a) 5 or more objections are received; or
 - b) A ward Councillor requests that the matter be determined by Planning Committee.
- 4.3 The Planning Working Group have proposed that these arrangements are strengthened and that any application relating to the following Council-owned buildings should be determined by Planning Committee rather than by officers:-
- Booth Museum, 194 Dyke Road
 - Brighton Bandstand, Kings Road
 - Brighton Corn Exchange
 - Brighton Dome Theatre, Church Street
 - Brighton Museum and Art Gallery
 - Duke of Yorks Cinema, Preston Circus
 - Hove Library, Church Road
 - Hove Museum and Art Gallery
 - Saltdean Lido
 - Royal Pavilion
 - Preston Manor
- 4.4 The Planning Working Group identified the above Council owned buildings on the grounds that they are Listed Buildings that attract significant public interest.

Written Questions from elected members to Council Committees

- 4.5 The proposal is to clarify the arrangements for dealing with written questions from elected members to Committees. At Committee the intention is that written questions are answered verbally at the meeting or, at the discretion of the Chair, by way of a written response circulated after the meeting. One supplementary question is allowed for written questions to Committees.
- 4.6 The current rules do not clearly reflect the intended approach and it is proposed to amend the wording specific to Committees to clarify the above arrangements.
- 4.7 Written questions from elected members to Full Council follow a different procedure and are required to be answered with a written answer and no supplementary question is allowed. No change is proposed to this arrangement for Full Council.

Oral Questions from elected Members at Full Council

- 4.8 A period of not more than 30mins is set aside for oral questions from Members at Full Council. Council Procedure Rule 9.7 requires notice of the 'subject matter' to be given. This was intended to enable a question and answer at a general policy level without officer briefings or going to technical detail. However the way it has worked in practice means Members to whom the question is asked at times feel the subject description is too vague and the questioner may feel the question is not addressed adequately. The CWG recommended that elected members should be encouraged to provide sufficient detail so that the nature and parameters of the question are clear.

Review of elected member Working Groups

- 4.9 A review of elected member working groups has been undertaken. It is proposed that a number that have completed their work will cease to operate. The remaining groups have revised and updated their terms of reference, using a consistent format. A list of the current elected member groups is attached as Appendix 1. Those that are proposed to cease are highlighted in Appendix 1.
- 4.10 The proposed principles governing elected member working groups are that they are established as either 'task and finish' or 'permanent' groups. Task and finish groups may be established on the following basis:-
- A cross party member working group that is established by either a service committee or by Audit and Standards Committee will be known as a 'task and finish' group;
 - They will be set up for 6 months with the possibility of an extension of up to a further 6 months;
 - They will be expected to report back to the committee which established them on a regular basis;
 - Their terms of reference will need to be agreed by the committee, using the Council's template;
 - The task and finish groups should include the Chairs or Deputy Chairs of the relevant committee to ensure oversight and a strong link to that committee.

Permanent groups must be established by Policy, Resources and Growth Committee. It is proposed that the Terms of Reference of all those permanent elected member working groups identified as continuing in Appendix 1 – as well as any new permanent elected member working groups agreed by PRG – be included in the Council's Constitution and that they are reviewed annually. PR&G is recommended to approve the terms of reference for the existing Working Groups as set out in Appendix 2.

Review of Committees and their Functions

- 4.11 The Council has an obligation to ensure that the decision making arrangements are streamlined and the number of committees and sub-committees is kept to the minimum necessary to discharge Council functions. With this in mind, a review of the current committee structure was undertaken, having regard to the volume of business and the avoidance of duplication as well as fragmentation of functions. Based on the findings, it is proposed to merge the Tourism, Economic Development & Culture Committee with the Neighbourhoods, Inclusion, Communities and Equalities Committee (NICE) to create a new merged Committee to be called the Tourism, Equalities, Communities and Culture Committee (TECC.)
- 4.12 In order to streamline the delivery of functions, the proposals include moving all housing functions relating to homelessness and rough sleeping from the NICE Committee to the Housing and New Homes Committee; the functions relating to customers and digital first and ward budgets from NICE to the PR&G Committee and the functions of major projects and economic strategy from the TD&C Committee to the PR&G Committee. A full list of the functions with the recommended destinations is set out in the structure charts in Appendix 3.
- 4.13 It is intended to retain all of the current functions of the NICE Committee relating to Communities, Equalities and Community Safety and for these to form part of the delegations to the new TECC Committee. The current arrangements for co-opting representatives of the community and voluntary sector and public services as invitees will continue in the new committee. The agenda of the new committee, ways of working and order of business will be organised so as to facilitate the input from the co-optees and ensure efficient despatch of business. A copy of the proposed Terms of Reference for the TECC Committee are attached as Appendix 4.
- 4.14 There has been ongoing discussions regarding the balance of power and volume of business between the service committees and Policy, Resources & Growth Committee. Under current arrangements:
- all business relating to a service committee always goes to the service committee, even if the final decision has to go to PR&G Committee;
 - All matters that have corporate policy or corporate budgetary implications and anything that involves the acquisition or disposal of property has to be referred to the PR&G Committee for decision; and
 - The Chief Executive and the Section 151 Officer are authorised to decide whether a proposal has corporate policy or corporate budgetary implications respectively where there is any ambiguity. They are also authorised to issue guidance on the application of the criteria. So far, no such guidance has been issued.
- 4.15 The Constitutional Working Group considered the arrangements and recommended that the Chief Executive and the Section 151 Officer issue guidance so that there is consistency and transparency in the application of the rules. The position can be reviewed again in the light of experience.

Officer delegations and report writing

- 4.16 The Corporate Debt Policy was recently agreed by PRG, with a recommendation that the Constitution Working Group consider the inclusion of a specific reference to the new policy within the delegations to the Executive Director Finance & Resources. The Constitution Working Group supported this proposal on the basis that the inclusion of accountability within the officer delegations would ensure that implementation of the new policy was monitored.
- 4.17 A proposal was supported by the CWG for the function of Safety at Sports Grounds to be transferred at officer level from the Executive Director of Environment, Economy and Culture to the Executive Director of Neighbourhoods, Communities and Housing as the most logical new home following retirement of a key manager.
- 4.18 The arrangements for managing applications in relation to Assets of Community Value at officer level have been reviewed. It is proposed to widen the pool of officers who are authorised to hear appeals as this is currently limited to the Head of Planning. The new proposed list of authorised officers for this purpose will be the Heads of Planning, Property, Major Projects and Legal Services or other officers designated by the Chief Executive.
- 4.19 In December 2018, PRG agreed to refer to the CWG the question of whether Brexit implications should form part of all reports. CWG considered a range of options and concluded that a proportionate and consistent approach was needed. On this basis the CWG recommended that an additional optional implications field under 'Other Significant Implications' within the report template be included, where Brexit implications can be inserted if appropriate.

Rules regarding Sub Committee reporting to Parent Committee

- 4.20 Sub-Committees are currently required to report to their parent Committee, but this does not consistently happen. The current Sub-Committees are: Personnel Appeals Panel; Licensing Panel; Standards Panel and any Urgency Sub-Committee. The CWG recommended that this requirement should be retained and clarified, to reflect a requirement for sub-committees to report once per year to their parent committee with a summary of activity and to enable an individual member of the Sub-Committee to request that a report be made to the parent Committee at any other time.

Annual Reports to Full Council from other bodies

- 4.21 The Council has received a request from East Sussex Fire and Rescue Service (ESFRS) that it should receive an Annual Report from ESFRS at Full Council. CWG were supportive of this request and also considered whether there was a general application to other external bodies to which BHCC Members are appointed. The CWG recommended that ESFRS and the Sussex Police and Crime Panel be invited to present an Annual Report to Full Council.

Commitment to Charters, Alliances and Pledges by the Council

- 4.22 A number of requests for the Council to 'sign up' to charters, alliances and pledges have been brought forward, including to Committees. The CWG considered whether there was a need to clarify who makes these decisions and whether they should be held corporately or by relevant policy committees. It was agreed by CWG that there is a need to ensure a consistent approach. CWG recommended that these decisions should be reserved to Full Council in order to ensure that all elected members were aware of them. CWG further recommended that this approach should be kept under review and any impact on Council business assessed.

Clarification of Council Procedure Rules

- 4.23 Currently the Constitution includes conflicting definitions of 'Council meeting'. It is proposed that this be amended so that it is clear whether a specific rule applies to all meetings of the Council, its Committees and Sub-Committees or only meetings of Full Council.

Orbis Public Law Joint Committee

- 4.24 Orbis Public Law was set up as a shared service between Brighton & Hove City Council and East Sussex, West Sussex and Surrey County Councils. The main purpose of the project was to increase resilience and deliver efficiencies through collaboration, integration of structures and processes and avoiding duplication. The partnership has been successful in developing joint training, joint procurement of external legal services, document bundling, work sharing and sharing expertise. The next phase of the development was intended to be integration of officer structures and finances.
- 4.25 While the above work was progressing, the partners were notified by Surrey County Council that, as they are going through a review of their internal arrangements, they would not be able to take part in the integrated structures and finances. This has made the plan to integrate the team undeliverable because on the increase in overheads and some of the underlying assumptions no longer being deliverable.
- 4.26 The Orbis Public law joint committee was set up with integrated finances and structures in mind. It was going to develop a joint budget and make recommendations to the 4 authorities. It was also intended to oversee the delivery of Orbis Public Law services. Given the developments mentioned in paragraph 4.25 above, the Committee can no longer serve the initial purpose it was set up to fulfil. It was therefore agreed, subject to the approval of each authority under its constitution, to discontinue the Joint Committee. The relevant Cabinet Members from the other authorities have passed the necessary resolution. In Brighton & Hove, as we run a committee system, the decision has to be taken by full Council and this recommendation will go to the full Council meeting on 25 July 2019.

- 4.27 The Orbis Public Law arrangements are operated under an inter-authority agreement that has detailed provisions for sharing costs, developing joint budgets etc. In view of the new development, these provisions will no longer be appropriate and it is proposed that the Executive Lead Officer for Strategy, Governance & Law be given delegated authority to agree necessary modifications to the agreement.
- 4.28 Although the planned structural and financial integration will not go ahead (which means we will operate as four legal practices rather than one fully merged team), the parties have agreed to continue aspects of the partnership that are not dependent on structural and financial integration. Some of the activities that will continue include:
- An inter-authority agreement to do work for each other at pre-agreed fees;
 - Continuing joint training;
 - joint procurement of external legal services (approved Counsel's chambers and firms of solicitors;)
 - Continue the joint case management systems, including the court bundling system;
 - General mutual support and collaboration

The partnership will therefore operate as an enhanced collaboration rather than an integrated service.

5. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 5.1 The Committee or Council can decide not to implement the changes set out in the report.

6. COMMUNITY ENGAGEMENT & CONSULTATION

- 6.1 The Cross-Party Constitutional Working Group have considered the proposals and make recommendations which are reflected in the report. Leaders Group have also considered the proposals set out in the report.

7. CONCLUSION

- 7.1 The proposals reflect the Council's ongoing efforts to review and streamline its processes so as to achieve increased efficiency. It is therefore recommended that they are pursued.

8. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 8.1 There are not expected to be any significant financial implications arising from this report but there will be a small saving from Special Responsibility Allowances resulting from the merger of the NICE and TD&C committees.

Finance Officer Consulted: Peter Francis
17/06/19

Date:

Legal Implications:

- 8.2 Policy Resources & Growth Committee and, where specified in this report, Full Council, have the authority to make the changes to the Council's Constitution as set out in the report. The intention is for the proposals to be implemented with immediate effect unless otherwise indicated.

Lawyer Consulted: Elizabeth Culbert

Date: 13.06.19

Equalities Implications:

- 8.3 The proposals are not considered to have adverse equalities implications. The changes to Committees that are proposed will preserve the current equalities functions that are decided at Committee and will ensure the continued representation by co-opted members in relation to equalities matters.

Sustainability Implications:

- 8.4 There are no sustainability implications in relation to the proposals contained in the report.

Any Other Significant Implications:

- 8.5 None

SUPPORTING DOCUMENTATION

Appendices:

1. List of elected Member working groups;
2. Terms of Reference for permanent elected Member working groups;
3. Tables with list of relevant Committee functions;
4. Proposed Terms of Reference for TECC Committee.

Background Documents

1. None

Appendix 1

Name of Working Group	Is Group Still Required?	Parent Committee	Membership Split pre (plain) and post (bold) May19
1. Asset Management Board	Required. Permanent.	PRG	2L/2C/1G 2L/2G/1C
2. Budget Review Working Group	Required. Permanent	PRG	2L/2C/2G 1L/1G/1C
3. Constitution Working Group	Required. Permanent.	PRG	1L/1C/1G 1L/1G/1C
4. Corporate Parenting Board	Required. Permanent	PRG	2L/2C/1G 2L/2G/2C
5. Joint Staff Consultation Forum	Required. Permanent.	PRG	2L/2C/2G 3L/2G/1C
6. Leaders Group	Required. Permanent.	PRG	1L/1C/1G 1L/1G/1C
7. Member Development Working Group	Required. Permanent.	PRG	2L/2C/2G 2L/2G/2C
8. Members Advisory Group Grants	Required. Permanent	NICE	1L/1C/1G 1L/1G/1C
9. Planning Committee Working Group	Required. Permanent.	Planning	2L/2C/2G 1L/1G/1C
10. Procurement Advisory Board	Required. Permanent	PRG + other policy committees	2L/2C/1G 2L/2G/1C
11. Strategic Delivery Board	Required. Permanent	PRG/EDC	2L/2C/1G 2L/2G/1C
12. Estate Regeneration Board	Required. Permanent- rename <i>New Homes delivery board</i>	HNH	1L/1C/1G 1L/1G/1C
13. School Organisation Working Group	Required. Permanent	CYPS	2L/2C/2G 1L/1G/1C
14. Cross Party Members and Stakeholder Steering Group for the Disability and Special Educational Needs review	Required. ad-hoc	CYPS	3L/2C/2G 1L/1G/1C

Current Elected Member Groups

15. Cross Party Youth Group	Required. Permanent	CYPS	1L/1C/1G 1L/1G/1C
16. Health & Social Care Integration X-Party Members Working Group	Not required. But needs reviewing	HWB	2L/1C/1G 1L/1G/1C
17. Performance and Information Group	Will probably want to retain PIG. Permanent	HWB/HOSC	All HWB and HOSC members (inc. non-voting co-optees) 1L/1G/1C
18. Community Safety Partnership Board	Required. Permanent	NICE	1L/1C/1G 1L/1G/1C
19. Cross-Party KPI Development Meeting	Required. meet as necessary Permanent	PRG	2L/2C/2G 1L/1G/1C
20. Modernisation Member Oversight Group	Required. Permanent	PRG	2L/2C/2G 1L/1G/1C
21. BREXIT Working Group	Required Probably Ad Hoc	PRG	1L/1C/1G 1L/1G/1C
22. ICT and Digital Working Group	Not required (merged with Member Development Working Group)		
23. Hove Library Working Group	Not required		
24. Able & Willing Working Group	Not required		
25. Night Shelter Working Group	Not required		
26. Leaseholder Working Group	Not required		
27. Neighbourhoods Member Working Group	Not required		
28. One Voice Partnership	Members to attend as invitees- not a Working Group	NICE/Full Council	1L/1C/1G 1L/1G/1C
29. Prevent Board	Members to attend as invitees	NICE/Full Council	1L 1L/1G/1C

Appendix 2

Member Working Groups Terms of Reference

- 1 Asset Management Board
- 2 Budget Review Group
- 3 Constitution Working Group
- 4 Corporate Parenting Board
- 5 Joint Staff Consultation Forum
- 6 Leaders Group
- 7 Member Development Working Group
- 8 Member Advisory Group: Grants
- 9 Planning Member Working Group
- 10 Procurement Advisory Board
- 11 Strategic Delivery Board
- 12 Estate Regeneration Programme Board
- 13 School Organisation Working Group
- 14 Cross Party Member and Stakeholder Steering Group for the Disability and Special Educational Needs Review
- 15 Cross Party Youth Group
- 16 Health & Social Care Integration Cross Party Members Working Group
- 17 Performance & Information Group
- 18 Community Safety Partnership Board
- 19 Cross-Party KPI Development Group
- 20 Modernisation Member Oversight Group
- 21 Brexit Working Group

1 ASSET MANAGEMENT BOARD - TERMS OF REFERENCE

1. Purpose

The purpose of the Asset Management Board ('the Board') is to advise the Policy, Resources & Growth Committee and other relevant Policy Committees on policy, governance and strategies relating to the management of the Council's urban and rural estates.

2. Status

The Board shall be an advisory board to Policy, Resources & Growth Committee. The Board will not have subcommittee status and the political balance rules in section 15 of the Local Government and Housing Act 1989 will not apply. However, it is expected that the Board will be established on a cross party basis.

3. Areas of focus

- To have an oversight of the city council's operational and non-operational portfolios
- To review and monitor the management of the city council's urban and agricultural asset management policies
- To seek to maximise the use of the council's commercial assets and understand income and yield in the context of the council's budget
- To propose to PR&G an asset investment strategy for the council's urban portfolio to reduce its latent risk and consolidate its performance, which will include options of diversification and opportunities for redevelopment and economic growth
- To continue to promote regeneration in the City
- To be an advisory Board for the City council's commercial property portfolios
- To advise PR&G regarding the implications of Brexit in relation to the council's urban and rural estates
- To agree an approach to define and measure social value in relation to the council's rural and urban estates
- To review the circumstances under which agricultural land can be identified for release, alongside a wider review of the agricultural strategy in the council's Asset Management Plan (AMP) and consider the definitions of agricultural core and non-core property.
- To review the existing thresholds of the Scheme of Delegations that determine when the sale of property and land should be referred to committee and make recommendations to the Council's Constitutional Working Group.

4. Scope

The AMB will need an understanding of the following topics to have an oversight on the city council's operational and non-operational portfolios:

- a. Financial and Legal

- Financial contribution of commercial investment portfolio
 - Financial Performance/Objectives including investment returns
 - Capital Investment Strategy, including Medium Term Financial Strategy
 - Investment requirements
 - Scheme of delegations
- b. The Agricultural Estate
- Portfolio structure
 - Policy – Downland Initiative, AMP
 - Management and performance – portfolio stock condition
 - Strategic development land
- c. The Urban Estate
- Portfolio structure
 - Policy - AMP
 - Management and performance
 - Asset Investment strategy – Rebalancing the urban portfolio,
- d. Regeneration
- Develop or Disposal strategy
 - Existing Development sites
 - Special Purpose Vehicles
- e. Community Engagement
- Stakeholders - tenants
 - Special Interest Groups, e.g. local conservation bodies, Business representatives
- f. Legislation and Political Landscape
- National Legislation
 - European Legislation
 - Brexit Implications

5. Reporting

The Board will report to the Policy, Resources & Growth Committee, or other relevant Committee, with recommendations

6 Membership

Membership of the Board shall consist of 5 elected Members following nominations by their Group Leader.

7 Quorum

A minimum of three panel members, inclusive of the Chair, are required for board meetings to proceed.

8 Meetings and Minutes

- 8.1 The Chair shall be responsible for convening meetings of the Board.
- 8.2 The Panel Agenda, with attached meeting papers will be distributed at least five working days prior to the meeting.
- 8.3 Full copies of the minutes, including attachments, shall be provided to all Board members following each meeting.

9 Review

- 9.1 These terms of reference may be reviewed and amended by the Policy, Resources & Growth Committee from time to time.

2 BUDGET REVIEW GROUP - TERMS OF REFERENCE

1. Name Member Budget Review Group (BRG).

2. Purpose The Budget Review Group provides a forum for officers to present cross-party briefings to Lead Financial Members and Group Leaders on key financial matters including:

- The proposed approach to setting the council's budget including budget consultation, engagement and communications;
- Development and reporting of the council's annual revenue and capital budget strategy (draft and final);
- Local Government Financial Settlements and government spending reviews;
- Revisions to the council's taxbases (Annual Taxbase reports);
- Changes to Treasury Management policies or strategies;
- Government consultations on changes to LG funding;
- Financial performance (Targeted Budget Management and Treasury Management reports);
- Sharing of savings proposals (Integrated Service & Financial Plans) – BRG meetings are traditionally held on a per directorate basis around November each year to which portfolio members of all parties are also invited *

The primary reason for having the Member Budget Review Group meetings is that key financial reports (e.g. Draft and Final Budget Reports, Taxbase reports, etc.) are often delayed due to awaiting government announcements and also due to the complexity of the reports and associated corporate processes. This means that reports can rarely be produced in time to meet the standard committee timetable and will not normally be available for the PR&G pre-meet. The Budget Review Group meetings are therefore in lieu of PR&G pre-meets and are normally set up close to the relevant PR&G meeting.

In addition, financial reports are often lengthy and complex and the Budget Review Group provides a forum in which to offer extended briefings.

2. Status

The Budget Review Group shall be an advisory board to the Policy, Resources & Growth Committee. The Board 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.

However, it is expected that the Board will be established on a cross party basis.

3. Areas of focus

- Draft Revenue & Capital Budget Reports
- Final Revenue & Capital Budget Reports
- Annual Taxbase Reports
- Local Government Financial Settlements
- Government Spending Reviews
- Government financial consultations (where fundamental or significant)
- Financial performance (TBM)
- Treasury Management policy and performance

- Development of savings proposals

4. Reporting

The Budget Review Group does not normally report to committee. However, where there is cross-party support it may agree approaches that can be reflected in the development or reporting of financial processes. For example:

- Agreeing the approach to budget consultation and engagement;
- Agreeing the timing of and/or approach to sharing draft proposals;
- Agreeing the frequency or format of financial performance reporting;
- Agreeing responses to government financial consultations.

5. Membership

Membership of the Board shall consist of:

- The Chief Finance Officer or his/her deputy;
- The Lead Financial Member for each recognised political group.
- The Group Leader or their nominee for each recognised political group **

The chair of the group has traditionally been an officer, the CFO or Deputy, however, if this is not acceptable to the group the advice of Monitoring Officer will be taken regarding appointment of a chair.

*** Although always invited, custom and practice has been for the BRG to be attended by the Finance Leads.*

For annual reviews of draft savings proposals (usually November) – additional portfolio holders may be invited to BRG meetings as advised by the Chief Finance Officer.

6. Meetings and ways of working

Meetings will normally be held as follows:

- In advance of the July PR&G meeting (Budget Setting Approach)
- In advance of the Nov/Dec PR&G meeting (Directorate focused review of draft savings proposals) *
- In advance of the Nov/Dec PR&G meeting (Draft Budget)
- In advance of the January PR&G meeting (Taxbase reports)
- In advance of the February PR&G meeting (Final Budget Proposals)

* This is an optional use of the Budget Review Group. It has been custom and practice to run one session per directorate to share and invite questions on draft savings proposals ahead of the Nov/Dec PR&G Committee where the draft budget proposals are submitted. However, this is a choice of the Administration who will determine whether or not this practice continues.

The Group will agree ways of working appropriate to the role and remit of the Group.

7. Review

These terms of reference may be reviewed and amended by the Policy, Resources & Growth Committee from time to time.

3 CONSTITUTION WORKING GROUP - TERMS OF REFERENCE

1. Purpose

The Council is required to keep its Constitution under review with a view to achieving efficiency, economy and effectiveness. The Cross-Party Constitutional Working Group (CWG) assists with this by considering proposals and advising the Council on proposed changes to the constitution.

2. Status

The CWG shall be an advisory board to the Policy, Resources & Growth Committee. The Board will not have subcommittee status and the political balance rules in section 15 of the Local Government and Housing Act 1989 will not apply.

However, it is expected that the Board will be established on a cross party basis.

3. Areas of focus

The focus of the CWG is to keep the constitution under review in order to ensure that the Constitution continues to meet its objectives. These objectives are set out in the Constitution and are to:-

- (a) enable the Council to provide clear leadership to the community in partnership with citizens, businesses and other organisations;
- (b) support the active involvement of citizens in the process of local authority decision-making;
- (c) help Councillors represent their wards and local residents effectively;
- (d) enable decisions to be taken efficiently and effectively;
- (e) provide a powerful and effective means of holding decision makers to public account;
- (f) ensure that those responsible for decision making are clearly identifiable to local people and that the Council explains the reasons for decisions;
- (g) ensure that no one will review or scrutinise a decision in which they were directly involved; and
- (h) provide a means of supporting the Council to deliver its Corporate Priorities.

4. Reporting

The Board will report to Policy, Resources & Growth Committee and Full Council with recommendations as necessary.

5. Membership

Membership of the Board shall consist of 3 elected Members, following nominations by their Group Leaders to reflect the political composition of the Council.

6. Meetings and ways of working

The timing and number of meetings will be dictated by the volume of business for the CWG.

The Group will agree ways of working appropriate to the role and remit of the Group.

7. Review

These terms of reference may be reviewed and amended by the Policy, Resources & Growth Committee from time to time.

4. CORPORATE PARENTING BOARD - TERMS OF REFERENCE

1. Purpose

- 1.1 The Corporate Parenting Board reports to the Policy and Resources Committee. It acts as an advisory Board to the Council, its partners and its Committees on matters related to the Council's looked after children. Its role is to ensure that the Council and its partner agencies have a joint commitment to:-
- (a) Achieving improved outcomes for children in care and care leavers;
 - (b) Developing and overseeing implementation of the Corporate Parenting Strategy to drive improved outcomes;
 - (c) Providing challenge to ensure that the Council's duties as Corporate Parent are carried out effectively and consistently.

2. Objectives and Terms of Reference

- 2.1 To assist in the development, operation, monitoring and review of the Council's policies and strategies as they affect children in care and care leavers.
- 2.2 To develop, monitor and review a Corporate Parenting Strategy and work plan.
- 2.3 To promote a co-ordinated and partnership approach to the delivery of Council services as they affect children in care and care leavers and to challenge services where this is not evidenced or effective.
- 2.4 To advise the Council and its Committees on issues relevant to children in care and care leavers and to ensure that policies implemented by the Council which affect these children and young people are effective and appropriate.
- 2.5 To review and monitor outcomes for looked after children and care leavers, including data from the Corporate Parenting Report Card and feedback from the Standards & Complaints and Quality Assurance Framework officers in respect of children in care and care leavers.
- 2.6 To ensure that clear and accessible information is readily available to children in care and care leavers on the corporate parenting they can expect from the council.
- 2.7 To ensure that systems are in place which mean that the views of children and young people are represented in the development of services that affect them.
- 2.8 To ensure arrangements are made for the training and development of Councillors (and others as appropriate) on the Corporate Parenting role.
- 2.9 To receive reports on the discharge of the Council's functions regarding the provision of accommodation for looked after children and care leavers, and to make recommendations to the appropriate body of the Council.

3. Reporting

- 3.1 To report to the Council's Policy and Resources Committee and Council on a twice yearly basis.
- 3.2 To make recommendations to the relevant Committee where responsibility for a particular function rests with that Committee.

4. Membership

4.1 Membership of the Board will consist of:-

- 6 elected Members
- 4 nominated co-optees

4.2 Invitations to attend the Corporate Parenting Board may be extended to representatives of interested groups and to additional elected Members and Officers from across Council services

4.3 The membership of the Board is subject to review by the Policy and Resources Committee

4.4 The Chair of the Board is an elected Member

5. Review

The work of the Board is subject to bi-annual review by the Policy and Resources Committee.

5. JOINT STAFF CONSULTATION FORUM - TERMS OF REFERENCE

1. Name

Joint Staff Consultation Forum

2. Purpose

The Joint Staff Consultative Forum (“the Forum”) facilitates dialogue between the Council as employer and the Council’s employees.

. 2. Status

The Joint Staff Consultation Forum shall be an advisory board to the Policy, Resources and Growth Committee. The Board will not have subcommittee status and the political balance rules in section 15 of the Local Government and Housing Act 1989 will not apply. However, it is expected that the Board will be established on a cross party basis.

3. Areas of focus

The role of the Forum is to provide a mechanism for regular communication and consultation (a) in support of the Council’s approach to working in partnership with its recognised trade unions and professional associations and (b) to maintain a healthy employee relations climate.

4. Reporting

Matters raised may become the subject of reports to committee as appropriate.

6. Membership

Membership of the Board shall consist of 6 elected Members, following nominations by their Group Leaders to reflect the political composition of the Council, and employee representatives.

7. Meetings and ways of working

The timing and number of meetings will be dictated by the volume of business for the Joint Staff Consultation Forum.

The Group will agree ways of working appropriate to the role and remit of the Group.

8. Review

These terms of reference may be reviewed and amended by the Policy, Resources and Growth Committee from time to time.

6. LEADERS GROUP - TERMS OF REFERENCE

Purpose

- To identify issues where an early degree of cross-party involvement would be beneficial and progress the same (but not to duplicate or diminish overview & scrutiny, council committees or other existing parts of the constitution).
- To review the decision making process and other democratic processes as they operate in practice with a view to improving them and address any concerns.
- To keep the Council's constitution under review and make recommendations to the Policy & Resources Committee and Full Council for changes where appropriate.
- To consider matters affecting Members as Members of the Council.
- To consider any other items that the Chief Executive considers appropriate.
- To consider any items submitted by a Group Leader for discussion.

Composition

- The Leaders Group will consist of the Leaders of Political Groups recognised as political Groups under the Local Government (Committees and Political Groups) Regulations 2000.

Frequency of Meetings

- The Group shall meet monthly on dates agreed in advance by the Group. The Chief Executive may convene additional meetings of the Group as she considers appropriate and, after consulting the Group Leaders, may cancel meetings if there is insufficient business or if she considers it would not be desirable to proceed with the meeting.

Attendance

- All Group Leaders and the Chief Executive will attend the Group Leaders meeting. If a Group Leader is unable to attend, he or she may send their Deputy or another suitable substitute.
- The Monitoring Officer and Head of Democratic Services will be expected to attend and other Officers may also attend the meeting to present reports and answer questions.

Informal Meetings

- The Chief Executive may convene informal meetings of Group Leaders in addition to the formal scheduled meetings.

Confidentiality

Information shared and issues raised at leaders Group should remain confidential unless agreed otherwise.

7. MEMBER DEVELOPMENT WORKING GROUP - TERMS OF REFERENCE

1. Name

Member Development Working Group

2. Purpose

Member Support

- To oversee the introduction of the use of electronic agendas Council and Committee meetings;
- To oversee the provision of an intranet area for Members
- To co-ordinate the use of i-casework as a case management system for Members' casework;

Member Development

- Determining and oversee the provision of a learning & development programme to meet collective and individual needs;
- Promoting a learning culture amongst Members with the use of Personal Development Planning by Leaders and Members;
- Evaluating training and incorporating the outcome of evaluations into planning future training events;
- Maintaining an overview of resource and budgetary implications;
- Overseeing the development of an induction programme for new councillors.

General

A forum for discussing all other issues affecting Members as Members of the Council where there is no other arrangement in place. (NB this does not involve decision-making or policy issues, only around support provided to Members).

3. Status

The Member Development Working Group shall be an advisory board to the Policy, Resources and Growth Committee. The Board will not have subcommittee status and the political balance rules in section 15 of the Local Government and Housing Act 1989 will not apply. However, it is expected that the Board will be established on a cross party basis.

4. Membership

Membership of the Member Development Working Group shall consist of six elected Members, following nominations by their Group Leaders to reflect the political composition of the Council.

5. Reporting

Matters raised may become the subject of reports to committee as appropriate.

6. Meetings and ways of working

The timing and number of meetings will be dictated by the volume of business.

7. Review

These terms of reference may be reviewed and amended by the Policy, Resources and Growth Committee from time to time.

8. MEMBER ADVISORY GROUP: GRANTS - TERMS OF REFERENCE

1. Name

Members Advisory Group: Grants

2. Purpose

The Members Advisory Group: Grants will:

Act as a cross-party member body for the purposes of consultation on community and voluntary sector grants in relation to the Third Sector Investment Programme administered by the Executive Director Neighbourhoods, Communities and Housing.

Specifically, following the approval of such grants, the Executive Director Neighbourhoods, Communities and Housing must consult with the Members Advisory Group if proposing to amend any or all of the grants in response to budget changes.

3. Status

The Members Advisory Group: Grants shall be an advisory board to the Executive Director Neighbourhoods, Communities and Housing.

The Board will not have subcommittee status and the political balance rules in section 15 of the Local Government and Housing Act 1989 will not apply.

However, it is expected that the Board will be established on a cross party basis.

The Members Advisory Group: Grants will be established as a permanent member working group by Policy, Resources & Growth Committee.

4. Areas of focus

The Members Advisory Group: Grants is focused on grants administered by the Executive Director Neighbourhoods, Communities and Housing.

5. Reporting

The Members Advisory Group: Grants performs a consultative function for the Executive Director Neighbourhoods, Communities and Housing rather than reporting directly to a Committee. However, details of grants funding is reported annually to the Members Advisory Group: Grants and published on the council's website.

6. Membership

Membership of the Members Advisory Group: Grants shall consist of three elected Members, following nominations by their Group Leaders to reflect the political composition of the Council.

7. Meetings and ways of working

The timing and number of meetings will be dictated by the volume of business for the Members Advisory Group: Grants.

The Group will agree ways of working appropriate to the role and remit of the Group.

8. Review

These terms of reference may be reviewed and amended by the Policy, Resources & Growth Committee from time to time.

9. PLANNING COMMITTEE WORKING GROUP - TERMS OF REFERENCE

1. Name

Planning Committee Working Group

2. Purpose

The purpose of the Planning Committee Working Group (“the PCWG”) is to monitor the procedures and practices of the Planning Committee to ensure that it works as effectively and as efficiently as possible, and that it makes consistent decisions.

. 2. Status

The PCWG shall be an advisory board to the Planning Committee. The PCWG will not have subcommittee status and the political balance rules in section 15 of the Local Government and Housing Act 1989 will not apply.

However, it is expected that the PCWG will be established on a cross party basis.

3. Areas of focus

The *PCWG* will focus on improving the functionality of Planning Committee

4. Reporting

The PCWG will report to the Planning Committee with recommendations as necessary.

6. Membership

Membership of the PCWG shall consist of 3 elected Members, following nominations by their Group Leaders to reflect the political composition of the Council.

7. Meetings and ways of working

The PCWG will meet every three months at Hove Town Hall.

8. Review

These terms of reference may be reviewed and amended by the Planning Committee from time to time.

10. MEMBER PROCUREMENT ADVISORY BOARD - TERMS OF REFERENCE

1. Name

Member Procurement Advisory Board

2. Purpose

The purpose of the Member Procurement Advisory Board ('the Board') is to advise the Policy, Resources and Growth Committee and other relevant Policy Committees on procurement matters, facilitating lawful and commercially robust decisions by the Committee relating to the council's procurement of high value services, supplies or works.

3. Status

The Board shall be an advisory board to Policy, Resources and Growth Committee.

The Board will not have subcommittee status and the political balance rules in section 15 of the Local Government and Housing Act 1989 will not apply. However, it is expected that the Board will be established on a cross party basis.

4. Areas of focus

To review and advise on the procurement of council services, works or supplies where the estimated lifetime value of the contract to be awarded:

- exceeds £1,000,000; or
- where, in the judgment of the relevant Executive Director or the s151 Officer, the procurement should be referred to the Board.

To review and advise with due regard to:

- (i) the law, in particular European and UK laws relating to public procurement;
- (ii) the Council's Contract Standing Orders, Financial Regulations, and Standard Financial Procedures;
- (iii) relevant commercial considerations;
- (iv) the Council's corporate procurement strategy;
- (v) the Council's corporate priorities.

5. Reporting

The Board will report to the Policy, Resources and Growth Committee, or other relevant Committee, with recommendations.

6. Membership

Membership of the Board shall consist of five elected members, following nominations by their group leaders.

No member may serve on the Board, either as a substantive or a substitute member, unless they have undergone the required training for Board members.

7. Review

These Terms of Reference may be reviewed and amended by Policy, Resources & Growth Committee from time to time.

11. STRATEGIC DELIVERY BOARD - TERMS OF REFERENCE

1. Name

Strategic Delivery Board

2. Purpose

The Council has been involved and will continue to be involved in major commercial, regeneration and infrastructure projects across the city; projects that are key to the city's future success and prosperity. These projects have to date been overseen by ad hoc project boards with mixed member/officer representation.

The purpose of the Major Projects Strategic Delivery Board ('the Board') is to enable a more co-ordinated approach to the management and delivery of major projects. It will provide the strategic overview of major projects and provide a mechanism for focussed and systematic member input to ensure maximum efficiency and accountability. It will report to the Policy, Resources & Growth Committee, the Economic Development & Culture Committee or other Committees as necessary.

3. Status

The Board shall be an advisory board to the Policy, Resources & Growth Committee and the Economic Development & Culture Committee. The Board 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. However, it is expected that the Board will be established on a cross party basis.

4. Areas of focus

- To consider the progress of major projects undertaken by the Council and advise the Policy, Resources & Growth Committee, other Committees or officers as appropriate
- To review major projects having regard to capacity to deliver, corporate priorities and resources and advise the Policy, Resources & Growth Committee or other Committee as appropriate
- In exceptional cases, to establish or recommend the establishment of a project-specific Board to oversee a particular major project where this is considered necessary due to capacity, complexity of the issues or other reasons.

5. Definition of Major Projects

For the purposes of the Board, major projects fall into one of two categories:

- (a) Those that involve the council either as the deliverer, a direct procurer or a facilitator of the provision of a major capital asset and / or regeneration of a site or area; or

- (b) Those not directly involving the council as landowner but which are of strategic significance to the city, such as the regeneration of a non-council owned site or the provision of major infrastructure works.

6. Reporting

The Board will report to the Policy, Resources & Growth Committee, the Economic Development & Culture Committee or other relevant Committee, with recommendations as necessary.

7. Membership

Membership of the Board shall consist of 5 elected Members, following nominations by their Group Leaders to reflect the political composition of the Council.

No Member may serve on the Board, whether as a substantive or substitute member, unless they have undergone the required training for Board members providing that training may be provided after Members are appointed and before they take their role.

8. Meetings and ways of working

The timing and number of meetings will be dictated by the volume of business for the Board.

The Board will agree ways of working appropriate to the role and remit of the Board.

9. Review

These terms of reference may be reviewed and amended by the Policy, Resources & Growth Committee from time to time.

12. ESTATE REGENERATION BOARD - TERMS OF REFERENCE

1. Name

Estate Regeneration Board

2. Purpose

Background

The Estate Regeneration Programme will provide new sustainable and affordable homes in the city and improve some of our most disadvantaged estates. The programme aims to maximise opportunities to build new homes on HRA and other council land, as well as undertake larger scale redevelopments of existing estates in need of improvement.

The New Homes for neighbourhoods programme is managed by the Estate Regeneration Team in the council's Regeneration Unit and includes:

- Former garage and car parking sites
- Infill and vacant land/buildings
- Wider estate regeneration
- Extra Care

Housing and the Regeneration Unit are working closely together to identify suitable estates and buildings for investment or redevelopment as part of our strategy to make best use of HRA assets and new opportunities.

Programme Objectives

The Estate Regeneration Programme has the following objectives:

- Develop new sustainable homes on council land
- Improve existing estates and neighbourhoods
- Ensure best use of HRA assets
- Support mixed and sustainable communities
- Help tackle inequality and support the city's economy
- Provide opportunities for local skills, training and jobs
- Reflect corporate service plan and budget objectives and priorities including health and social care

3. Status

The Board shall be an advisory board to the Housing & New Homes Committee. The Board 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. However, it is expected that the Board will be established on a cross party basis.

4. Areas of Focus

The Board shall provide the following functions:

- Provide advice and steer on key issues
- Explore development options and issues such as scheme viability and tenure mix
- Monitor progress, delivery and budget of the programme and individual projects

- Member sign-off for key documents
- Communicate programme background and progress to other members of Housing Committee, political groups and leaders
- Support high-level design standards

Operating principles

A number of principles should underpin the working of the Board:

- It should operate in a spirit of partnership and attempt to reach consensus on key issues
- Council officers and external specialists should attend as required
- Administered by the council with agenda and papers generally circulated five working days prior to meetings
- Schedule of future meeting dates to be agreed at first meeting

Confidentiality

The nature of the business discussed by the board may mean that some issues are of a confidential or commercially sensitive nature:

- Members should treat relevant information and that of a commercially sensitive nature as confidential
- Guidance should be given to Board members on briefing political groups and wider stakeholders on an ongoing basis

5. Membership

The Board will have the following membership:

- One elected member nominated by each political group chosen from current Housing Committee members
- Chaired by an elected member appointed at inaugural meeting

6. Review

These terms of reference may be reviewed and amended by the Housing & New Homes Committee from time to time.

13. SCHOOL ORGANISATION WORKING GROUP - TERMS OF REFERENCE

1. Name

School Organisation Working Group

2. Purpose

The purposes of the Cross Party School Organisation Working Group will be:

- To keep under review pupil number projections for Brighton & Hove
- To consider actions required to ensure that the Council fulfils its duty to secure sufficient school places for children and young people and advise the Children and Young People & Skills Committee (CYPS) accordingly
- To advise the CYPS regarding the schools capital programme
- To comment on an annual five year School Organisation Plan for endorsement by the CYPS and approval by Full Council, as required.

3. Status

The Board shall be an advisory board to the Children and Young People & Skills Committee. The Board 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. However, it is expected that the Board will be established on a cross party basis.

4. Operating principles

It is intended that the Working Group operate in partnership and its goal is to attempt to reach decisions by consensus

The Working Group may call upon specialist advice from legal, financial, property and other officers of the Council, and external consultants, as it sees fit

The Working Group will meet every six to eight weeks, with a schedule of meetings for the year agreed at the start of each school year. At the end of the year the Children & Young People & Skills Committee will determine if a further schedule of meetings is required.

Administration for the Working Group will be provided by Education & Skills. The agenda and accompanying papers will normally be circulated one week in advance of meetings, but additional material may be sent later or tabled where necessary.

Papers and minutes of each meeting will be issued within seven days of the meeting and will be confidential; Members will decide at the end of the meeting those items which may be discussed more widely.

5. Membership and Chairing Arrangements

Membership of the Working Group will consist of 3 elected members, nominated by group leaders.

The Working Group will be advised by the Assistant Director, Families, Children & Learning (Education & Skills), the Head of School Organisation, the Head of Education Capital (Property & Design) and other officers of the Council as may from time to time be required.

6. Review

These terms of reference may be reviewed and amended by the Children & Young People & Skills Committee from time to time.

14. CROSS PARTY MEMBER AND STAKEHOLDER STEERING GROUP FOR THE DISABILITY AND SPECIAL EDUCATIONAL NEEDS REVIEW - TERMS OF REFERENCE

1. Name

Cross Party Member and Stakeholder Steering Group for the Disability and Special Educational Needs Review

2. Purpose

The purpose of this Board is to steer and oversee the implementation of all elements of the Disability and SEN Review in Children's Services including the parallel review in Adult Services. This Cross Party Steering Group will provide a valuable place for consultation and information prior to further reporting. It would also ensure engagement of councillors (and other partners) through the lifetime of these reviews to delivery.

The intention is for this strategic governance group to work closely with the review and monitor the proposals as they progress to implementation.

3. Status

The Group shall be an advisory board to the Children and Young People & Skills Committee and to the Health & Wellbeing Board. The Group 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. However, it is expected that the Board will be established on a cross party basis.

4. Accountability structure

The group is made up of Health and Wellbeing Board members and Children Young People and Skills committee members and will be accountable to both of these committees for the relevant parts of the review.

5. Membership

- 3 elected members, nominated by group leaders
- Assistant Director Children's & Adult Services
- Executive Director Children's Services
- 2 Parent & Carer Council (PACC) representatives
- Executive Director Adult Services
- Assistant Director Children's Services
- NHS representative
- Young Person representative(s)
- CCG representative
- Public Health

6. Role:

To provide effective oversight of the review of disability and SEN services to achieve the following:

- To create inclusive fully integrated SEN, health, care and disability provision of outstanding quality
- Following a completed restructure of Children's and Adults learning Disability services to form one all age service. Consider any further work required towards integration of policy and process.
- To ensure excellent practice in identification and assessment of SEN and disability
- To provide a new framework for joint commissioning of services across education, health and social care
- To deliver high quality provision and services within a value for money context, acknowledging need for on-going efficiencies in council spending
- To support the aspirations of young people towards greater independence, improve transition arrangements to adulthood
- To provide choice for families and facilitate best use of integrated personalised budgets and direct payments
- To engage parents and young people effectively at all levels of strategic and decision-making forums

It is important to note that:

- This group is not a decision making group
- It is there to provide advice, guidance and challenge as the review progress to the point of implementation.
- Will not replace the role of scrutiny which will reserve the right to challenge decisions and implementation plans when they have been formally agreed

This to be done by:

- Providing effective leadership and promoting a creative approach to service redesign
- Ensuring the review is conducted fairly and with integrity
- Ensuring that full attention is paid to equalities issues in conducting the review
- Ensuring that young people, staff, and parent/carers are encouraged to play an active part in the review considering recommendations for change, finalising proposals and establishing priorities

Recording and Confidentiality

The notes of the meeting will record the decisions and key actions agreed during the meeting. The notes of the previous meeting will be reviewed at the start of the next meeting. Although the business of the Board is not exempt from the Freedom of Information Act, the chair will specify any item or details which are not for public or wider consumption.

7. Review

These terms of reference may be reviewed and amended by the Children & Young People & Skills Committee from time to time.

15. CROSS PARTY YOUTH GROUP - TERMS OF REFERENCE

1. Name

Cross Party Youth Group

2. Purpose

The purpose of the Cross Party Working Group will be to gather the views of young people to feed into Councillors and the Director / Assistant Director of Families, Children and Learning to inform decisions.

3. Status

The Group shall be an advisory board to the Children and Young People & Skills Committee and to the Health & Wellbeing Board. The Group 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. However, it is expected that the Board will be established on a cross party basis.

4. Governance and decision making

The Children, Young People and Skills Committee is the council Committee which is responsible for education, children's health and social care services, public health for children and young people, including services to young people up to the age of 19.

The full Council is the highest decision making body for the Council and agrees the budget for the Council once a year.

Views and recommendations from the Youth Cross Party Working Group will be taken into account and will be represented at the Children, Young People and Skills Committee by the Councillors and Youth Council representative.

5. Membership and Chairing Arrangements

Membership of the Working Group will include one Member from each of the three political groups in the council who attend the Children, Young People and Skills Committee, together with either the Executive Director or Assistant Director for Families Children & Learning.

The group will develop representation from young people from different areas, groups and youth services in the city. To start with this will include representatives from the Youth Council, Children in Care Council and the commissioned neighbourhood youth projects. The group will consider how to ensure the views of a wider range of young people can be gathered including whether representatives from other youth organisations should join the group

The meetings of the Working Group will be co-chaired by the chair of the Children, Young People and Skills Committee and by the Youth Council representatives on the Committee.

6. Operating Principles

It is intended that the Working Group operate in partnership and its goal is to reach recommendations by agreement.

This Working Group will be the main way that young people can influence the Children, Young People and Skills Committee of the Council.

The Working Group may ask for advice from legal, financial, property and other officers of the Council, or external advice.

Any discussions and papers from this group will be open and transparent and can be shared.

6. Frequency of Meetings

The Working Group meetings are to be held every 3 months for 1.5 hours and will start at 5.30pm.

The frequency of the steering group is to be reviewed and increased or decreased, as required.

7. Administration

Administration for the Working Group will be provided by the Early Years, Youth and Family Support service. The agenda and accompanying papers will normally be circulated one week in advance of meetings, but additional material may be sent later or tabled where necessary. The minutes of each meeting will be issued within ten days of the meeting.

Members will decide at the end of the meeting how the discussion of the group will be shared more widely.

8. Review

These terms of reference may be reviewed and amended by the Children & Young People & Skills Committee from time to time.

16. HEALTH & SOCIAL CARE INTEGRATION CROSS PARTY MEMBER WORKING GROUP - TERMS OF REFERENCE

1. Name

Health & Social Care Integration Cross Party Member Working Group

2. Purpose

The purposes of the Cross Party Health and Social Care Working Group will be:

- To consider the consequences of the recent PR&G Committee decision about Health and Social Care integration as the work progresses
- To oversee the development of proposals and raise issues with officers

3. Status

The CPH&SCIWG is not an advisory board to the Health & Wellbeing Board (HWB). It is a Working Group that allows Councillors to meet and give political insight and consideration to issues that will come to the HWB and / or PRG. The CPH&SCIWG will not have subcommittee status and the political balance rules in section 15 of the Local Government and Housing Act 1989 will not apply. However, it is expected that the CPH&SCIWG will be established on a cross party basis. All HWB voting councillors are invited.

4. Areas of focus

The CPH&SCIWG focuses on the impact of integration of health & social care and ensuring that political oversight and democratic oversight are clearly incorporated into the reports that will go to either the HWB or PRG

5. Reporting

The Board will not report directly to HWB or PRG – the aim of the CPH&SCIWG is to ensure that political accountability and democratic oversight are fully reflected in reports that go to the necessary committees.

6. Membership

Membership of the Board shall consist of 3 elected members nominated by group leaders.

The Working Group will be supported by an Executive Director from both the Council and the CCG. Initially this will be the Executive Director for Health and Adult Social Care. However other voting HWB members are invited and Executive Directors from BHCC and CCG will attend as necessary.

The Working Group will be advised by the Executive Director Strategy, Governance and Law, together with other officers of the council as required.

The first meeting of the Working Group will initially be chaired by the Executive Director for Health and Adult Social Care. Future meetings will be chaired by the chair of the Health & Wellbeing Board.

Quorum – to be quorate there needs to be one representative from at least two of the three political groups.

Substitutions are accepted for this meeting.

7. Meetings and ways of working

The timing and number of meetings will be dictated by the volume of business for the CPH&SCIWG

The Group will agree ways of working appropriate to the role and remit of the Group.

8. Review

These terms of reference may be reviewed and amended by PR&G from time to time

17. PERFORMANCE AND INFORMATION GROUP - TERMS OF REFERENCE

1. Name

Performance and Information Group

2. Purpose

The Performance and Information Group is a non-decision making group that is open to all members (Council, CCG and co-opted) of the Health & Wellbeing Board (HWB) and Health Overview and Scrutiny Committee (HOSC).

It was set up to provide a space for the significant amount of performance and information that does not get aired due to time constraints in the Health & Wellbeing Board but may be of interest or help provide more detailed background to both the Board and Committee.

Having information shared at the Group does not preclude that information being presented at a later date at either the Board or Committee at a later date.

Membership: All members of the HWB and HOSC including external members such as CCG, co-opted.

3. Status

The Performance and Information Group is not an advisory body. It does not have subcommittee status and the political balance rules in section 15 of the Local Government and Housing Act 1989 will not apply.

4. Areas of focus

The Performance and Information Group covers in detail performance information that the HWB and HOSC do not have time to cover in general meetings.

The topics for the meeting can be generated through:

- Data being available
- HWB or HOSC Chairs or members request
- Officers wishing to present information to the Group

5. Reporting

The Performance and Information Group does not report to either HOSC or HWB. At the end of the meeting the Chairs of HWB and HOSC will discuss if there are any items from the meeting that need to go to either Board or Committee for public transparency.

6. Membership

Membership of the Board shall consist of three members, to be nominated by group leaders.

All members of the HWB and HOSC including external members such as CCG and other co-optees are invited to attend the PIG.

7. Meetings and ways of working

The meetings are held 4 times a year with the dates set around when performance data is accessible (this is normally quarterly).

The meetings are chaired by the Head of ASC Performance & Business Improvement. (this was agreed at the first meeting by councillors).

8. Review

These terms of reference may be reviewed and amended by PR&G Committee from time to time.

18. COMMUNITY SAFETY PARTNERSHIP BOARD - TERMS OF REFERENCE

1. Name

Community Safety Partnership Board

2. Purpose

The Board is responsible for ensuring the statutory and other duties of the Community Safety Partnership are delivered effectively and efficiently by its Responsible Authorities and partners.

The overarching duty is to reduce crime and disorder, improve community safety and reduce re-offending in Brighton & Hove.

This duty is set out in the Crime and Disorder Act 1998 and in subsequent guidance and legislation. The Community Safety, Crime Reduction and Drugs Strategy is the city-wide strategic plan which sets out how that duty is delivered.

The Community Safety Partnership Board will comply with the requirements of Brighton & Hove Connected and City Management Board as set out in the approved Protocols.

3. Status

The Community Safety Partnership Board shall be an advisory board to the Neighbourhoods, Inclusion, Communities & Equalities Committee. The Board will not have subcommittee status and the political balance rules in section 15 of the Local Government and Housing Act 1989 will not apply.

However, it is expected that the Board will be established on a cross party basis.

4. Areas of focus

- Approve an annual strategic assessment of crime and disorder in the city
- Ensure effective consultation with elected Members, local communities, communities of interest, residents and businesses on crime, disorder and safety concerns
- Oversee effective support for the wide network of community-led Forums and Action Teams which work within the Community Safety and Safe in the City Partnership, responding to their concerns and priorities
- Approve the crime and safety priorities and delivery plans for inclusion within the three yearly Community Safety, Crime Reduction and Drugs Strategy, based on findings and recommendations from strategic assessments and consultation
- Approve annual, pooled Partnership budgets to enable the crime, disorder and community safety priorities and action plans and those of substance misuse services to be commissioned and delivered in the most cost effective way
- Approve performance indicators and targets and respond to quarterly and year end performance reports directing corrective action and interventions when necessary
- Ensure compliance with Section 17 of the Crime and Disorder Act
- Lead compliance with Section 115 of the Crime and Disorder Act to ensure information is shared for the purpose of reducing crime and disorder

- Oversee and receive progress reports from the Management Board of the Youth Offending Service and for youth crime prevention services
- Oversee and receive progress reports from the Alcohol Programme Board
- Oversee and receive progress reports for the Young People's Substance Misuse Service
- Oversee and receive progress reports from the Joint Commissioning Group, the Harm Reduction Steering Group, other adult drugs services and multi-agency working groups
- Support and jointly respond to the priorities and actions of the Local Children Safeguarding Board, the Adult Safeguarding Board and the Health and Wellbeing Board
- Receive and respond to relevant reports from Partnership steering groups, council committees, city partnerships, and other relevant sources where appropriate
- Respond to central government policy, calls for action and consultation where appropriate and required
- Comply with and respond to all relevant inspections and audit processes

5. Reporting

The Board will report to Neighbourhoods, Inclusion, Communities & Equalities Committee with recommendations as necessary.

6. Membership

Membership of the Board shall consist of 3 elected Members, following nominations by their Group Leaders to reflect the political composition of the Council. Nominees will be selected from the membership of the relevant parent committee(s).

7. Meetings and ways of working

- Quarterly meetings to be chaired by the Chief Executive of the city council. Named representative to be the Divisional Police Commander (Chief Superintendent) or Strategic Director of the city council who has the lead for Community Safety
- Administration of the Safe in the City Partnership Board to be carried out by the Partnership Community Safety Team
- Reports to be submitted to the Partnership Community Safety Team ten days before the date of the meeting and to be circulated to members 7 days before the meeting.

8. Review

These terms of reference may be reviewed and amended by the Neighbourhoods, Inclusion, Communities & Equalities Committee from time to time.

19. CROSS PARTY KPI DEVELOPMENT GROUP - TERMS OF REFERENCE

1. Name

Cross-party KPI Development Group

2. Purpose

The purpose of this cross-party group is to ensure full buy-in of Members of the Corporate KPI set to ensure common understanding ahead of Policy Resources & Growth committee where the targets are agreed. The Corporate KPI set is central to the council's statutory Best Value duty to Continuous Improvement, managed through our Performance Management Framework.

The Group reviews the indicators and associated targets for the full set of corporate and directorate level KPIs. KPI targets setting guidance and timetable for the process is also agreed at this group. The level of detailed discussion would be inappropriate for PR&G committee.

3. Status

The Group shall be an advisory body to the Policy Resources & Growth committee.

4. Areas of focus

Corporate KPI target setting guidance and timetable

Corporate KPI set and associated targets

Directorate KPI set

Performance of comparators

5. Reporting

The Group will be an advisory body to the Policy Resources & Growth committee.

6. Membership

Membership of the Board shall consist of 3 elected Members, following nominations by their Group Leaders to reflect the political composition of the Council.

Officers – Chief Executive, Executive Lead Officer for Strategy, Governance & Law, Head of Performance Improvement & Programmes, Corporate Performance Lead.

7. Meetings and ways of working

As a minimum, the group needs to meet:

- in March to have an initial discussion regarding the KPI set and target setting guidance.
- in June to review the indicators and targets proposed by the officers to ensure the set enables us to evidence how well we have achieved the Corporate Strategy.

8. Review

These terms of reference may be reviewed and amended as needed.

20. CROSS PARTY MEMBER OVERSIGHT GROUP - TERMS OF REFERENCE

1. Name

Cross-party Modernisation Member Oversight Group

2. Purpose

The purpose of the Modernisation Member Oversight Group is to provide cross-party oversight and constructive challenge to the modernisation programmes and projects as part of the corporate modernisation governance arrangement to ensure identified cashable and non-cashable benefits are delivered as expected.

3. Status

The Group shall be an advisory body to the Policy Resources & Growth committee.

4. Areas of focus

Corporate Modernisation projects and programmes.

5. Reporting

The Group shall be an advisory body to the Policy Resources & Growth committee.

The Group will receive updates and recommendations from the Corporate Modernisation Delivery Board.

6. Membership

Membership of the group shall consist of 3 elected Members, following nominations by their Group Leaders to reflect the political composition of the Council.

Officers – Chief Executive, Executive Director for Finance & Resources, Executive Lead Officer for Strategy Governance & Law, Head of Performance Improvement & Programmes.

Other officers to be invited as necessary.

7. Meetings and ways of working

Quarterly meetings for 1 hour, more time if necessary.

8. Review

These terms of reference may be reviewed and amended as needed.

21. BREXIT WORKING GROUP - TERMS OF REFERENCE

1. Name

Brexit Working Group (BWG)

2. Purpose

The BWG will maintain Member oversight of the council's actions to mitigate the strategic risks to the council and city caused by the UK's withdrawal from the EU; and will coordinate relations with city stakeholders and communities where potential impact has been identified.

2. Status

The BWG will be an advisory board to the Policy, Resources & Growth Committee.. The Group will not have subcommittee status. However, it is expected that the Group will be established on a cross party basis.

3. Areas of focus

The BWG will focus on maintaining oversight of actions taken in relation to mitigating potential impacts of Brexit on the city and the council as outlined in the council's Strategic Risk Register. These potential impacts include, but due to the developing nature of the subject, are not limited to:

- Fragmented communities leading to civil unrest
- Increased demand for advice services for EU residents, citizens & businesses
- Reduced city wealth
- Reduction in skills levels in the city
- Stalling of city projects due to supply chains
- Less ability to manage local environmental impacts e.g. waste disposal
- Less certainty around export/import regulations
- Impact on food safety regulations and standards inc. Export Health Certificates
- Security risk – Border controls and changed emergency planning and resilience requirement may be required

4. Reporting

The Board will report to the Policy, Resources & Growth Committee with recommendations as necessary.

6. Membership

Membership of the Board shall consist of three elected Members, following nominations by their Group Leaders to reflect the political composition of the Council.

7. Meetings and ways of working

The timing and number of meetings will be dictated by the volume of business for the BWG.

The Group will agree ways of working appropriate to the role and remit of the Group.

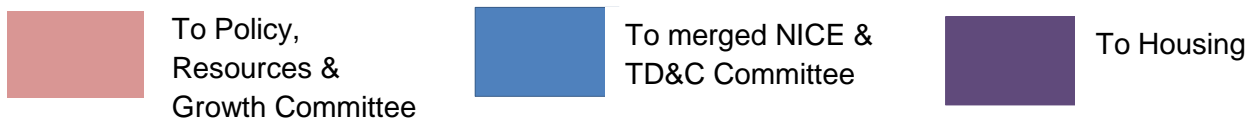
8. Review

This is an ad hoc group established for a limited time. The work of the group is expected to finish by November 2019 but will be dictated by national policy decisions in relation to the UK's exit date from the EU, which is currently set to be no later than 31st October, 2019. Once there is confirmation of exit date and deal or no-deal scenario the BWG will report back to the Policy, Resources & Growth Committee.

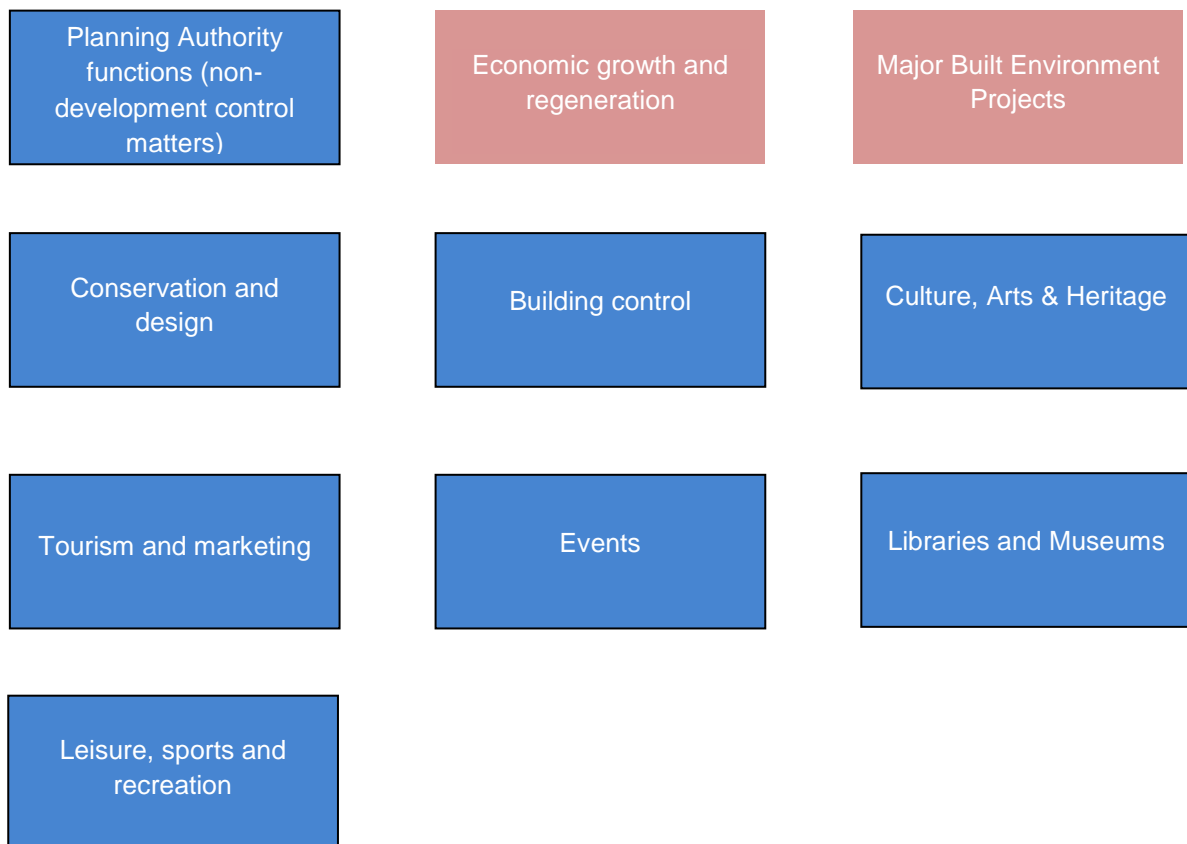
NICE COMMITTEE - CURRENT



Destination key



Tourism, Economic Development and Culture Committee - Current



Destination key



To Policy, Resources & Growth Committee



To merged NICE & TD&C Committee

Tourism, Equalities, Communities, and Culture Committee - Proposed



NB: These are functions as currently described in the constitution. The number of boxes relating to communities functions could be consolidated to avoid duplication so it does not look too cluttered.

TOURISM, EQUALITIES, COMMUNITIES & CULTURE COMMITTEE

Explanatory Note

The Committee has responsibility for co-ordinating the Council's approach to Equalities, communities, neighbourhoods and the third sector, including community safety and inclusion. The Committee is also responsible for the council's functions relating to planning policy, regeneration, culture, tourism and leisure. The Committee consists of 10 members but it may invite representatives from LATs, community groups and others to attend with speaking rights.

Delegated Functions

1. Active Citizenship and Community Resilience

- a) To develop, oversee and make decisions regarding the proposals to increase active citizenship and make recommendations to Policy, Resources and Growth Committee.
- b) To develop, oversee and make decisions regarding the proposals to improve community resilience and make recommendations to Policy, Resources and Growth Committee.

2. Community Wealth Building and Social Value

To exercise the Council's functions regarding the promotion of community wealth and social value including, but not limited to the co-ordination of policies and make recommendations to the relevant committees of the Council.

3. Community safety

To discharge the Council's functions regarding community safety, crime and disorder and associated matters in particular where these require member-level engagement and consultation with the community.

NOTE: The committee will work in conjunction with the Safe in the City Partnership and the work of the two bodies will be co-ordinated to ensure that they complement each other and avoid duplication where possible

4. Community and voluntary sector, including social impact bonds

- a) To develop, oversee and make decisions regarding the implementation of the Council's Communities and Third Sector Policy, investment in and support to the community and voluntary sector.

- b) To exercise the Council's functions in relation to social impact bonds delivered by the community and voluntary sector.

5. Crime and Disorder Committee

To be the designated Crime and Disorder Committee as required under the Police and Justice Act 2006

6. Equalities

- a) To discharge the Council's functions regarding equalities and inclusion.
- b) Implementation of equalities related scrutiny or other recommendations, including Trans Scrutiny Report.

7. Neighbourhood and community development

- a) To consider options and develop proposals for neighbourhood arrangements, including capacity building, use of assets and devolving powers and services to neighbourhoods and making recommendations to the Policy, Resources and Growth Committee.
- b) To monitor and review the operation of any neighbourhood based delivery of services and make recommendations as necessary.

8. Prevent duty

- a) Carrying out its functions with due regard to the statutory Prevent duty imposed by the Counter-Terrorism and Security Act 2015, which requires the Council to have due regard to the need to prevent people being drawn into terrorism.
- b) Monitoring risk and otherwise co-ordinating Prevent activity across the Council's functions.

9. Building Control

To exercise the Council's functions regarding building control.

10. Conservation and Design

To exercise the Council's functions in relation to Conservation and Design including the Hove Borough Council Act 1976.

11. Culture, Arts and Heritage

To exercise the Council's functions in relation to culture, including arts, entertainment, cultural activities and heritage.

12. Events

To exercise the Council's functions in relation to events, including the annual programme of entertainment events (providing that if the relevant Director, or other officer with delegated powers, is of the view that the event is a major event or has corporate budgetary or policy implications the matter shall be referred to the Policy, Resources and Growth Committee).

13. Leisure, Sports and Recreation

To exercise the Council's functions in relation to the provision and management of leisure, sports and recreation facilities.

14. Libraries and Museums

To exercise the Council's functions in relation to libraries, museums, art galleries, historic buildings and their gardens and the functions of the Council regarding public records.

15. Planning

To exercise the Council's functions as local planning authority (to the extent that they are not development control functions delegated to the Planning Committee), including the formulation and development of the Development Plan Documents prior to their adoption by Full Council

16. Tourism & Marketing

To exercise the Council's functions in relation to tourism, marketing and conferences.

