

Brighton & Hove City Council

Budget Book 2019/20

&

Medium Term Financial Strategy 2019/20 to 2023/24



Brighton & Hove
City Council

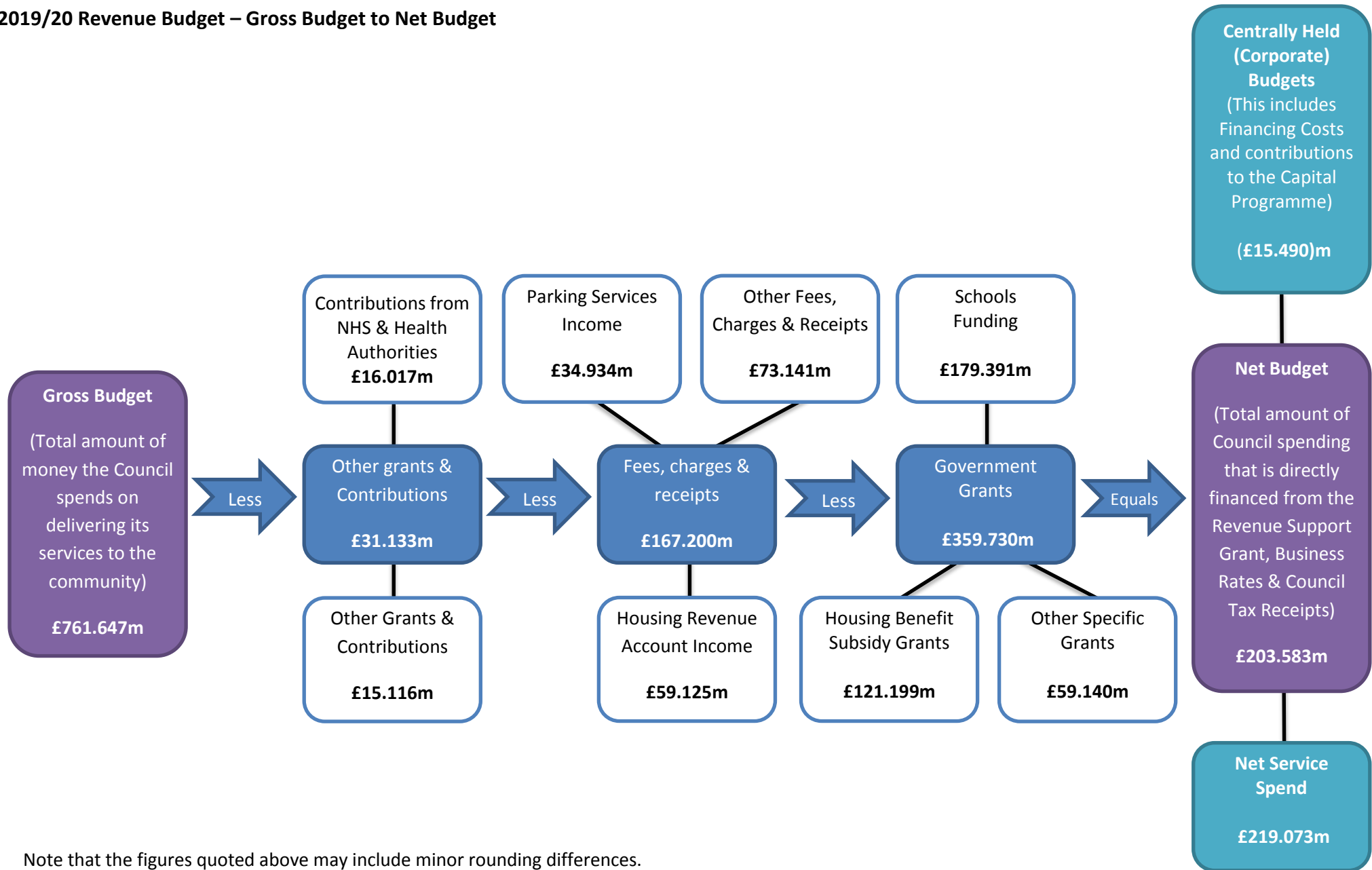
Revenue Budget Summary							
2018/19 Net Expenditure / (Income) £m	Service Area	2019/20 Budget					2019/20 Budgeted Contracted Staff FTE
		Expenditure	Income	Budget Allocation	Capital Charges & Recharges	Net Expenditure / (Income)	
		£m	£m	£m	£m	£m	
104.395	Families, Children & Learning	105.370	(16.515)	88.855	18.152	107.007	907.9
56.158	Health & Adult Social Care	108.611	(50.761)	57.850	4.269	62.119	671.6
56.046	Economy, Environment & Culture	101.014	(64.717)	36.297	28.211	64.508	968.1
18.387	Neighbourhoods, Communities & Housing	35.233	(20.131)	15.102	3.463	18.565	258.7
8.893	Finance & Resources	149.483	(129.589)	19.894	(12.639)	7.256	510.2
0.787	Strategy, Governance & Law	9.050	(4.162)	4.888	(4.171)	0.717	154.4
244.666	Service Areas Total	508.761	(285.875)	222.886	37.286	260.172	3,470.9
(35.842)	Centrally Managed Budgets	16.817	(32.307)	(15.490)	(41.099)	(56.589)	0.0
208.824	General Fund Total	525.578	(318.182)	207.396	(3.813)	203.583	3,470.9
-	Dedicated Schools Grant Funded (DSG)	179.566	(180.692)	(1.126)	1.126	-	116.0
-	Housing Revenue Account (HRA)	56.503	(59.190)	(2.687)	2.687	-	254.4
208.824	BHCC Revenue Total	761.647	(558.064)	203.583	-	203.583	3,841.3

2019/20 Revenue Budget Breakdown										
Service Description	Employee Expenditure £m	Other Expenditure £m	Total Expenditure £m	Income From Fees, Charges & Rents £m	Other Income £m	Government Grants £m	Total Income £m	Total Budget Allocation £m	Capital Charges & Recharges £m	Net Expenditure / (Income) £m
Families, Children & Learning	37.328	68.043	105.370	(4.389)	(5.884)	(6.242)	(16.515)	88.855	18.152	107.007
Health & Adult Social Care	24.661	83.950	108.611	(15.714)	(14.480)	(20.567)	(50.761)	57.850	4.269	62.119
Economy, Environment & Culture	32.654	68.360	101.014	(62.098)	(1.850)	(0.769)	(64.717)	36.297	28.211	64.508
Neighbourhoods, Communities & Housing	9.993	25.240	35.233	(14.120)	(1.893)	(4.118)	(20.131)	15.102	3.463	18.565
Finance & Resources	5.422	144.060	149.483	(6.604)	(0.723)	(122.262)	(129.589)	19.894	(12.639)	7.256
Strategy, Governance & Law	7.398	1.653	9.050	(3.850)	(0.249)	(0.063)	(4.162)	4.888	(4.171)	0.717
Service Areas Total	117.456	391.305	508.761	(106.774)	(25.079)	(154.021)	(285.875)	222.886	37.286	260.172
Centrally Managed Budgets	6.625	10.192	16.817	-	(5.989)	(26.318)	(32.307)	(15.490)	(41.099)	(56.589)
General Fund Total	124.081	401.497	525.578	(106.774)	(31.069)	(180.339)	(318.182)	207.396	(3.813)	203.583
Dedicated Schools Grant Funded (DSG)	125.877	53.689	179.566	(1.301)	-	(179.391)	(180.692)	(1.126)	1.126	-
Housing Revenue Account (HRA)	9.731	46.772	56.503	(59.125)	(0.065)	-	(59.190)	(2.687)	2.687	-
BHCC Revenue Total	259.689	501.958	761.647	(167.200)	(31.133)	(359.730)	(558.064)	203.583	-	203.583

2019/20 BUDGET - Budget changes from 2018/19 to 2019/20

	<i>2018/19 Adjusted Base £m</i>	<i>Inflation £m</i>	<i>Service Pressures £m</i>	<i>Commitments & Reinvestment £m</i>	<i>VFM & Other Savings £m</i>	<i>2019/20 Original Budget £m</i>	<i>Change Over Adjusted Base £m</i>	<i>Change Over Adjusted Base %</i>
Families, Children & Learning	86.568	2.042	3.578	0.107	(3.440)	88.855	2.287	2.64
Health & Adult Social Care	51.551	1.424	9.141	0.254	(4.520)	57.850	6.299	12.22
Economy, Environment & Culture	34.921	1.303	1.779	0.143	(1.849)	36.297	1.376	3.94
Neighbourhoods, Communities & Housing	14.671	0.440	0.522	0.262	(0.793)	15.102	0.431	2.94
Finance & Resources	20.224	0.498	-	0.194	(1.022)	19.894	(0.330)	(1.63)
Strategy, Governance & Law	4.947	0.106	0.071	0.372	(0.608)	4.888	(0.059)	(1.19)
Total Directorate Spending	212.882	5.813	15.091	1.332	(12.232)	222.886	10.004	4.70
Insurance	3.042	0.027	-	-	-	3.069	0.027	0.89
Financing Costs	7.174	-	-	(1.515)	-	5.659	(1.515)	(21.12)
Corporate VFM Savings	(0.629)	(0.013)	(1.000)	0.642	-	(1.000)	(0.371)	58.98
Contingency and Risk Provisions	0.978	(0.101)	0.500	(0.837)	-	0.540	(0.438)	(44.79)
Unringfenced grants income	(16.961)	-	0.170	(9.527)	-	(26.318)	(9.357)	55.17
Levies to External Bodies	0.201	0.004	-	0.002	-	0.207	0.006	2.99
Other Corporate Budgets	1.890	(0.075)	-	0.587	(0.056)	2.346	0.456	24.13
NET REVENUE EXPENDITURE	208.577	5.655	14.761	(9.316)	(12.288)	207.389	(1.188)	(0.57)
Contributions to/ from(-) reserves	0.247	-	-	(4.053)	-	(3.806)	(4.053)	(1,640.89)
BUDGET REQUIREMENT	208.824	5.655	14.761	(13.369)	(12.288)	203.583	(5.241)	(2.51)
Funded By:								
Revenue Support Grant	14.144					6.523	(7.621)	(53.88)
Business Rates Local Share	57.258					57.244	(0.014)	(0.02)
Tariff Payment	(0.745)					(1.165)	(0.420)	56.39
Business Rates Levy payment	(0.091)					(0.137)	(0.045)	49.65
Business Rates Collection Fund surplus/(deficit)	(1.690)					(2.084)	(0.394)	23.31
Council Tax Collection Fund surplus/(deficit)	2.091					(0.477)	(2.568)	(122.81)
Council Tax	137.857					143.679	5.822	4.22
Total	208.824					203.583	(5.241)	(2.51)

2019/20 Revenue Budget – Gross Budget to Net Budget



Note that the figures quoted above may include minor rounding differences.

Service Pressures 2019/20

Service Area	2019/20 Service Pressure £m	Description
Children's Social Care	1.467	To support increasing demand and costs of Looked After Children. Re-investment is after taking account of cost containment measures totalling £0.645m.
Adults Learning Disabilities	2.105	To support increased costs in community care and sleep-in costs.
Adult Social Care	6.689	Changes in demand for physical, memory & cognition, and mental Health services. Provision is after taking account of cost containment measures totalling £1.702m.
Adult social Care	1.806	Reductions in improved Better Care Fund grant and CCG partner contributions.
Adult Social Care	0.500	Further re-investment provision for an anticipated reduction in CCG partner contributions in 2019/20. This funding is held in contingency until the final contributions are agreed.
Public Health	0.640	Reduction in ringfenced grant. This must be matched by savings in the same service area.
City Environmental Management	0.423	Increased cost of weekend work for street cleansing and communal bin collection, including additional rounds as well as increased costs from market supplements for recruitment & retention of drivers.
City Environmental Management	0.345	Income pressures on commercial operations including garden and commercial waste. This may be a short term pressure and performance will be monitored closely throughout 2019/20.
City Environmental Management	0.285	Similarly, there is an income pressure on commercial fleet maintenance. This may similarly be a short term pressure and will be monitored throughout 2019/20.
City Environmental Management	0.030	Managing the risks of Ash dieback which is accelerating nationally and locally.
Building Control	0.100	High income targets were set for this service which cannot be maintained in current market and economic conditions.
Commercial rents	0.150	Similarly, there is an underlying pressure on rental income as lease reviews and renewals have not been able to keep up with inflation under current economic conditions.
Corporate Landlord	0.100	This relates to Business Rates increases on council properties arising from the ending of transitional reliefs.
Security and Concierge	0.150	Provision of recurrent funding to support the current model of service requiring enhanced security cover.
Money works	0.200	One-off re-investment to support the important Community Banking Partnership and the council's Financial Inclusion Strategy.
Field Officers	0.169	Re-investment to provide for the full ongoing running costs of the new service which has proven successful during its first year of operation.
Seaside Homes	0.150	Seaside Homes provides 499 properties for which the council has full nomination rights. Under the terms of the contractual arrangements, the council must provide a rent guarantee where Local Housing Allowance rates do not keep pace with inflation.
Coroners	0.070	Additional cost of a new pay structure for the service negotiated with the Ministry of Justice.
Electricity and Gas contracts	0.212	Above inflation increases in Electricity and Gas contracts
Unringfenced grants	0.170	Re-investment is provided annually where government grant funding is reduced without any loss or transfer of function.

Service Pressures 2019/20		
Service Area	2019/20 Service Pressure £m	Description
Sustainable Social Care Programme (SSC)	(1.000)	The Sustainable Social Care programme is supported by Modernisation Fund resources and is expected to deliver a range of service, contract and process efficiencies that will enable the re-investment requirement across social care and related services to be reduced by £1m in total.
Total Service Pressures	14.761	

Specific Government Grants 2019/20		
Directorate	Grant	Budget 2018/19 £m
Families, Children & Learning		
Health, SEN & Disability	MHCLG - Independent Living Fund Grant	(0.254)
Education & Skills	DfE - School Improvement Monitoring Grant	(0.225)
Education & Skills	DfE - Education of Previously in Care Children	(0.038)
Education & Skills	DfE - Troubled Families	(1.200)
Education & Skills	Income from PFI Credits	(2.390)
Education & Skills	SFA - Adult Safeguarded Learning	(0.433)
Children's Safeguarding & Care	Controlling Migration Fund	(0.093)
Children's Safeguarding & Care	DoH - Asylum Seekers	(1.075)
Children's Safeguarding & Care	DfE - Staying Put Implementation Grant	(0.276)
Children's Safeguarding & Care	Youth Justice Board General Funding	(0.257)
Families, Children & Learning Total		(6.242)
Health & Adult Social Care		
Adult Social Care	MHCLG - Independent Living Fund Grant	(0.328)
Integrated Commissioning	MHCLG - Rough Sleepers Grant	(0.163)
Integrated Commissioning	Homelessness Research Grant	(0.002)
Integrated Commissioning	Rough Sleeping Initiative	(0.495)
Public Health	DfE - School Games Funding	(0.024)
Public Health	DoH - Ring-fenced Public Health Grant	(19.554)
Health & Adult Social Care Total		(20.567)

Specific Government Grants 2019/20		
Directorate	Grant	Budget 2018/19 £m
Economy, Environment & Culture		
Transport	DfT - Cycle Training Grant	(0.040)
Transport	DfT - Access Fund for Sustainable Travel	(0.496)
Transport	DfT - Bus Service Operators Grant	(0.173)
City Environmental Management	Natural England - Higher Level Stewardship	(0.060)
Economy, Environment & Culture Total		(0.769)
Neighbourhoods, Communities & Housing		
Housing General Fund	MHCLG - Flexible Homelessness Support Grant	(4.118)
Neighbourhoods, Communities & Housing Total		(4.118)
Finance & Resources		
Finance	DWP - Discretionary Housing Payments	(0.837)
Finance	DWP - Housing Benefits Non-Subsidy Grants	(0.186)
Finance	DWP - Housing Benefits Rent Rebate Subsidy	(43.194)
Finance	DWP - Housing Benefits Rent Allowance Subsidy	(78.006)
HR & Organisational Development	DfE - Learning & Development	(0.040)
Finance & Resources Total		(122.262)
Strategy, Governance & Law		
Life Events	CO - Individual Electoral Registration Funding	(0.059)
Life Events	Office of National Statistics Grant	(0.004)
Strategy, Governance & Law Total		(0.063)
Centrally Managed Budgets		
Unringfenced Grants	DfE - Extended Rights To Free Travel	(0.053)
Unringfenced Grants	DoH - Local Reform Community Voice Grant	(0.116)
Unringfenced Grants	DWP - Housing Benefit Admin Grant	(1.017)
Unringfenced Grants	MHCLG - ASC Winter Pressure Grant	(1.229)
Unringfenced Grants	MHCLG - Council Tax Support Admin Subsidy	(0.300)
Unringfenced Grants	MHCLG - Improved Better Care Fund	(6.220)
Unringfenced Grants	MHCLG - Lead Local Flood Authority Grant	(0.030)
Unringfenced Grants	MHCLG - Libraries PFI Grant	(1.505)
Unringfenced Grants	MHCLG - New Homes Bonus Scheme Grant	(2.102)
Unringfenced Grants	MHCLG - Returned Business Rates Levy	(0.893)
Unringfenced Grants	MHCLG - S31 Brexit Funding	(0.210)
Unringfenced Grants	MHCLG - S31 Business Rate Compensation Grants	(9.045)

Specific Government Grants 2019/20		
Directorate	Grant	Budget 2018/19 £m
Unringfenced Grants	MHCLG - Social Care Support Grant (Adult's and Children's)	(2.100)
Unringfenced Grants	MHCLG - Waste PFI Grant	(1.498)
Centrally Managed Budgets Total		(26.318)
General Fund Total		(180.339)
Dedicated Schools Grant Funded (DSG)		
Dedicated Schools Grant Funded (DSG)	DfE - Dedicated Schools Grant	(163.608)
Dedicated Schools Grant Funded (DSG)	DfE - Universal Infant Free School Meals	(2.471)
Dedicated Schools Grant Funded (DSG)	DfE - Funding for 6th Form Students	(3.157)
Dedicated Schools Grant Funded (DSG)	DfE - Pupil Premium Grant	(9.115)
Dedicated Schools Grant Funded (DSG)	DfE - Teachers Pay Grant	(1.040)
Dedicated Schools Grant Funded (DSG) Total		(179.391)
BHCC Total		(359.730)

Summary of Integrated Service & Financial Plans 2019/20								
Service Area	Savings 2019/20	Total 2019/20 Posts Deleted	Saving Categorisation					
			Funding Changes	Service Redesign (including Digital)	Shared Service Partnership (Orbis)	Commissioning & Demand management	Enterprise Strategy - Income Generation	Procurement & Contract Management
			£m	FTE	£m	£m	£m	£m
Families, Children & Learning								
Director of Families, Children & Learning	0.116	3.5	-	0.116	-	-	-	-
Health & Disability Services	1.127	5.0	-	0.442	-	0.510	-	0.175
Education & Skills	0.318	2.0	-	0.277	-	-	-	0.041
Children's Safeguarding & Care	1.800	1.5	-	0.185	-	1.614	-	0.001
Children's Safeguarding & Quality Assurance	0.079	0.9	-	0.079	-	-	-	-
Families, Children & Learning	3.440	12.9	-	1.099	-	2.124	-	0.217
Health & Adult Social Care								
Adult Social Care	2.886	-	-	1.014	-	1.122	-	0.750
S75 SPFT	0.699	-	-	-	-	0.255	-	0.444
Integrated Commissioning	0.455	2.5	-	0.070	-	-	-	0.385
Public Health	0.480	3.1	-	0.120	-	-	-	0.360

Summary of Integrated Service & Financial Plans 2019/20

Service Area	Savings 2019/20	Total 2019/20 Posts Deleted	Saving Categorisation					
			Funding Changes	Service Redesign (including Digital)	Shared Service Partnership (Orbis)	Commissioning & Demand management	Enterprise Strategy - Income Generation	Procurement & Contract Management
			£m	FTE	£m	£m	£m	£m
Health & Adult Social Care	4.520	5.6	-	1.204	-	1.377	-	1.939
Economy, Environment & Culture								
Transport	1.114	-	0.070	0.157	-	0.044	0.520	0.323
City Environmental Management	0.096	-	0.047	-	-	-	0.015	0.034
City Development & Regeneration	0.217	4.0	-	0.059	-	-	0.153	0.005
Culture, Tourism & Sport	0.312	-	0.170	0.024	-	-	0.026	0.092
Property	0.110	-	0.055	0.006	-	-	0.034	0.015
Economy, Environment & Culture	1.849	4.0	0.342	0.246	-	0.044	0.748	0.469
Neighbourhoods, Communities & Housing								
Housing General Fund	0.143	0.5	0.042	0.069	-	-	0.020	0.012
Libraries	0.352	10.4	-	0.242	-	-	-	0.110
Communities, Equalities & Third Sector	0.121	1.0	0.060	0.050	-	0.010	-	0.001
Regulatory Services	0.145	2.7	0.014	0.126	-	-	0.005	-
Community Safety	0.032	1.0	-	0.031	-	-	-	0.001
Neighbourhoods, Communities & Housing	0.793	15.6	0.116	0.518	-	0.010	0.025	0.124
Finance & Resources								
Finance - MOBO	0.030	-	-	-	-	-	-	0.030
Audit - MOBO	-	-	-	-	-	-	-	-
Revenues & Benefits	0.192	9.5	-	0.191	-	-	-	0.001
Procurement - MOBO	-	-	-	-	-	-	-	-
HR & OD - MOBO	-	-	-	-	-	-	-	-
IT&D - MOBO	0.065	-	-	-	-	-	-	0.065
Business Operations - MOBO	-	-	-	-	-	-	-	-
Contribution to ORBIS Services	0.735	19.0	-	-	0.735	-	-	-
Finance & Resources	1.022	28.5	-	0.191	0.735	-	-	0.096
Total Strategy, Governance & Law								
Policy, Partnership & Scrutiny	0.024	-	0.024	-	-	-	-	-
Democratic & Civic Office Services	0.078	0.3	-	0.078	-	-	-	-
Legal Services	0.093	1.0	-	-	0.073	-	0.020	-
Life Events	0.316	1.0	0.021	0.075	-	-	0.220	-

Summary of Integrated Service & Financial Plans 2019/20								
Service Area	Savings 2019/20	Total 2019/20 Posts Deleted	Saving Categorisation					
			Funding Changes	Service Redesign (including Digital)	Shared Service Partnership (Orbis)	Commissioning & Demand management	Enterprise Strategy - Income Generation	Procurement & Contract Management
	£m	FTE	£m	£m	£m	£m	£m	£m
Performance, Improvement & Programmes	0.046	1.0	0.045	-	-	-	-	0.001
Communications	0.051	2.0	-	0.050	-	-	-	0.001
Total Strategy, Governance & Law	0.608	5.3	0.090	0.203	0.073	-	0.240	0.002
Total Service Areas	12.232	71.9	0.548	3.461	0.808	3.555	1.013	2.847
Corporately-held Budgets	0.056	-	0.056	-	-	-	-	-
Total General Fund	12.288	71.9	0.604	3.461	0.808	3.555	1.013	2.847

Summary of Capital Investment Programme 2019/20 to 2023/24					
	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m
Approved Schemes					
Health & Adult Social Care	-	-	-	-	-
Families, Children & Learning	33.750	-	-	-	-
Economy, Environment & Culture	24.267	1.850	2.150	-	-
Neighbourhood, Communities & Housing - GF	12.840	24.524	13.244	15.679	5.207
Neighbourhood, Communities & Housing - HRA	19.621	11.125	2.119	-	-
Strategy, Governance & Law	-	-	-	-	-
Finance & Resources	-	-	-	-	-
New Schemes to be Approved					
Health & Adult Social Care	0.500	0.500	0.500	0.500	0.500
Families, Children & Learning	6.123	9.002	6.123	6.123	6.123
Economy, Environment & Culture	21.922	46.349	46.450	39.000	53.000
Neighbourhood, Communities & Housing - GF	1.000	1.000	1.000	1.000	1.000
Neighbourhood, Communities & Housing - HRA	26.964	32.433	45.073	35.339	27.795
Strategy, Governance & Law	-	-	-	-	-
Finance & Resources	9.663	2.550	0.750	0.750	0.750
Total Schemes	156.650	129.333	117.409	98.391	94.375
Funded by:					
Government Grants - Single Pot	44.107	13.048	10.000	10.000	10.000

Summary of Capital Investment Programme 2019/20 to 2023/24					
	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m
Government Grants - Ringfenced	17.472	26.710	20.230	9.000	2.000
Capital Receipts	11.869	8.850	2.750	6.750	1.750
Capital Receipts HRA	4.806	5.321	6.454	-	-
Capital Reserves	0.592	-	-	-	-
Capital Reserves - HRA	3.370	0.648	0.580	12.400	6.289
Specific Reserves	2.237	5.862	0.741	0.770	0.801
External Contributions	2.776	-	1.500	-	4.000
Direct Revenue Funding	0.778	0.623	0.623	0.623	0.623
Revenue Contribution to Capital HRA	25.104	27.021	27.758	22.939	21.506
Council Borrowing	43.539	41.250	46.773	35.909	47.406
Total Funding	156.650	129.333	117.409	98.391	94.375

Families, Children & Learning Directorate

Services and Responsibilities

Families, Children and Learning brings together different services for children and young people from birth up to the age of 25, together with services for adults focused on skills & employment and learning disabilities. Much of the education and special educational needs provision is funded through the ring-fenced Dedicated Schools Grant (DSG). Although this budget strategy is focused on General Fund spend there are also parallel proposals in relation to the DSG as there is a significant pressure on the budget following the extension of support for young people with Special Educational Needs & Disabilities (SEND) up to the age of 25 and also parallel pressures on school budgets.

The main area of General Fund spend relates to the placement costs for children and young people in care and adults with learning disabilities (LD). The LD budget transferred across on 1 November 2016 in order to ensure improved pathways between children and adult services. It is a large net budget of just over £39.5m and includes a supported employment budget, part of which supports a team supporting adults with learning disabilities which work closely with colleagues in the Education and Skills branch. There are significant pressures on this budget and it is currently overspending in relation to placement costs within the Community Care budget arising from residents requiring more support.

Nationally the number of children with child protection plans and children being brought into care continues to increase. Over the last two years however, the numbers in Brighton & Hove have been reducing. This has led to cost savings, but is at risk if there is a high profile safeguarding case either nationally or locally. In addition, both locally and nationally there has been an increase in the number of adolescents requiring intensive support, including high cost residential placements. In part this is related to the greater focus on meeting the needs of young people who are vulnerable to exploitation. There is currently a significant issue regarding foster placement sufficiency, which is having an adverse impact. This is a national issue resulting from the significant rise in the number of children in care and the impact locally is that when placements are required, the lack of options mean than placements can sometimes be made on the basis of availability rather than need. This can result in children being placed in more expensive provision.

Our vision is for a directorate that is ambitious and works more closely with partners. We want all of the city's families and children to be happy, healthy and safe, fulfilling their potential. Over the last few years, services have been redesigned in order to improve efficiency and reduce costs and this will continue in future years. Inevitably, this requires difficult decisions in balancing untargeted, non-statutory support with preventative, statutory and safeguarding provision.

There are 3 key branches in the directorate together with a performance and safeguarding service that ensures that we meet our duties and provides quality assurance. The key branches are as follows:

Education and Skills £7.203m Net Budget Allocation

This service area includes:

- Early Years, Youth and Family Support (including Children's Centres)
- School Organisation and access to education
- Education Standards and Achievement
- Skills and Employment
- Virtual School for children in care and those previously in care
- Troubled Families
- Ethnic Minority Achievement Service and Traveller Education Service

Health SEN and Disability Services £39.773m Net Budget Allocation

This service area includes:

- Inclusion support services for schools
- Special Educational Needs
- Social work and early help support for children with a disability
- Residential, short break and respite provision for children with a disability
- Assessment, social work, behaviour support and health services for adults with learning disabilities
- Council residential and day activities services for adults with learning disabilities

Safeguarding and Care £40.497m Net Budget Allocation

This service area includes:

- Fostering and Adoption Services
- Children in Need and Child Protection
- Children in Care and Leaving Care services
- Adolescence and Youth Offending Services
- Front Door for Families which includes MASH (Multi Agency Safeguarding Hub)
- Early Parenting Assessment Programme & Looking Forward project
- Contact Service

Users of Families, Children & Learning Services

The directorate provides a range of different services from universal to those targeted at small groups of people with very high levels of need and/or where we are required to fulfil a statutory duty. Some of the key groups of users we interact with are as follows*:

- 32,230 children attend city schools; (May 2018 Census)
- 8,419 parents/Carers applied for school places between Sept 17 and Aug 18
- 13,554 contacts relating to 7,637 children were received by the Multi Agency Safeguarding Hub/Front Door for Families this year, of these 3,038 relating to 2,925 children were safeguarding concerns that required follow up work;
- 5,551 children have been identified as having a special educational need or disability (May 2018 census);
- 4,237 children are eligible for free school meals; (May 2018 Census)
- 4,191 children with additional needs are supported by the Inclusion Support Service; (Jan 2018)
- 1,522 children attended a council Children's Centre in the last quarter; (Q1 18/19)
- 1,821 children are open to our social work service, of these, at September 2018, 358 are on a child protection plan and 394 have been brought into the care of the Council;
- 1,047 children have an Education Health & Care plan (or statement of Special Educational Needs) (May 2018 Census);
- 1,876 families have been identified locally through the national Troubled Families Programme;
- 665 children attend a council nursery
- 366 children receive supported bus travel to school and a further 390 children receive free bus passes;
- 540 young people were supported by the Youth Employability Service;
- 217 children are electively home educated in June 2018;
- 118 homeless families were supported by the directorate;
- 141 foster care families are supported by the directorate (September 18);
- 131 families who have an adopted child were supported and last year;
- 28 children moved out of care into adoption (year ending September 18)
- A further 263 children are supported through a special guardianship order.
- 873 Community Learning Disability Team service users

* Please note these figures are a mixture of snapshots in time or usage over a set period and are shared with the intention of being illustrative.

Families, Children & Learning Budget Summary							
2018/19 Net Expenditure / (Income) £m	Service Area	2019/20 Budget					2019/20 Budgeted Contracted Staff FTE
		Expenditure	Income	Budget Allocation	Capital Charges & Recharges	Net Expenditure / (Income)	
		£m	£m	£m	£m	£m	
0.833	Director of Families, Children & Learning	0.228	(0.219)	0.009	0.641	0.650	1.1
39.650	Health, SEN & Disability	47.316	(7.543)	39.773	2.101	41.874	298.8
19.898	Education & Skills	13.640	(6.437)	7.203	12.954	20.157	255.2
42.409	Children's Safeguarding & Care	42.751	(2.254)	40.497	2.284	42.781	327.2
1.606	Quality Assurance & Performance	1.435	(0.062)	1.373	0.172	1.545	25.6
104.395	Families, Children & Learning Total (Excluding DSG)	105.370	(16.515)	88.855	18.152	107.007	907.9
-	Dedicated Schools Grant Funded (DSG)	179.566	(180.692)	(1.126)	1.126	-	116.0
104.395	Families, Children & Learning Total (Including DSG)	284.936	(197.207)	87.729	19.278	107.007	1,023.9

Families, Children & Learning 2019/20 Revenue Budget Breakdown										
Service Description	Employee Expenditure £m	Other Expenditure £m	Total Expenditure £m	Income From Fees, Charges & Rents £m	Other Income £m	Government Grants £m	Total Income £m	Total Budget Allocation £m	Capital Charges & Recharges £m	Net Expenditure / (Income) £m
Director of Families, Children & Learning										
Children's Services Central Costs	0.207	0.021	0.228	-	(0.219)	-	(0.219)	0.009	0.641	0.650
Director of Families, Children & Learning Total	0.207	0.021	0.228	-	(0.219)	-	(0.219)	0.009	0.641	0.650
Health, SEN & Disability										
Adult Learning Disability Services	6.091	33.424	39.515	(2.792)	(1.571)	(0.254)	(4.616)	34.899	1.456	36.354
Children in Care	1.688	1.479	3.168	-	(0.365)	-	(0.365)	2.803	0.389	3.192
Children's Social Care Services	1.074	1.320	2.393	(0.006)	(0.521)	-	(0.527)	1.866	0.150	2.016
Special Educational Needs	2.450	(0.210)	2.240	-	(2.035)	-	(2.035)	0.206	0.106	0.312
Health, SEN & Disability Total	11.303	36.013	47.316	(2.798)	(4.491)	(0.254)	(7.543)	39.773	2.101	41.874
Education & Skills										
Children in Care	0.052	0.016	0.068	-	-	-	-	0.068	0.009	0.077
Early Years and Early Help	5.047	0.277	5.323	(1.163)	(0.153)	(1.200)	(2.515)	2.808	1.425	4.233
Other Education Services	0.903	4.766	5.668	(0.112)	(0.223)	(2.653)	(2.988)	2.680	11.078	13.758
Schools Skills & Learning	1.525	0.087	1.612	(0.169)	-	(0.433)	(0.603)	1.010	0.211	1.220

Families, Children & Learning 2019/20 Revenue Budget Breakdown

Service Description	Employee Expenditure £m	Other Expenditure £m	Total Expenditure £m	Income From Fees, Charges & Rents £m	Other Income £m	Government Grants £m	Total Income £m	Total Budget Allocation £m	Capital Charges & Recharges £m	Net Expenditure / (Income) £m
Services for Young People	0.387	0.581	0.968	(0.081)	(0.250)	-	(0.331)	0.637	0.231	0.869
Education & Skills Total	7.913	5.727	13.640	(1.526)	(0.625)	(4.286)	(6.437)	7.203	12.954	20.157
Children's Safeguarding & Care										
Children in Care	3.781	23.928	27.709	(0.046)	(0.124)	(1.445)	(1.614)	26.094	0.756	26.850
Children's Social Care Services	12.372	2.459	14.831	(0.020)	(0.332)	(0.257)	(0.609)	14.222	1.506	15.728
Early Years and Early Help	0.199	0.013	0.212	-	(0.031)	-	(0.031)	0.181	0.022	0.204
Children's Safeguarding & Care Total	16.352	26.400	42.751	(0.066)	(0.486)	(1.702)	(2.254)	40.497	2.284	42.781
Quality Assurance & Performance										
Children's Social Care Services	1.413	(0.178)	1.235	-	-	-	-	1.235	0.155	1.391
Children's Services Central Costs	0.140	0.060	0.200	-	(0.062)	-	(0.062)	0.138	0.016	0.154
Quality Assurance & Performance Total	1.553	(0.118)	1.435	-	(0.062)	-	(0.062)	1.373	0.172	1.545
Families Children & Learning Total	37.328	68.043	105.370	(4.389)	(5.884)	(6.242)	(16.515)	88.855	18.152	107.007

Dedicated Schools Grant (DSG) 2019/20 Revenue Budget Breakdown

Service Description	Employee Expenditure £m	Other Expenditure £m	Total Expenditure £m	Income From Fees, Charges & Rents £m	Other Income £m	Government Grants £m	Total Income £m	Total Budget Allocation £m	Capital Charges & Recharges £m	Net Expenditure / (Income) £m
Children's Social Care Services	-	0.043	0.043	-	-	-	-	0.043	0.000	0.043
Dedicated Schools Grant	-	-	-	-	-	(163.608)	(163.608)	(163.608)	-	(163.608)
Early Years and Early Help	0.387	14.151	14.538	(0.003)	-	-	(0.003)	14.535	0.071	14.605
Other Education Services	0.194	0.078	0.272	(0.110)	-	-	(0.110)	0.162	0.027	0.189
Schools	121.917	23.391	145.307	(1.137)	-	(15.131)	(16.268)	129.039	0.593	129.633
Special Educational Needs	3.379	16.027	19.406	(0.051)	-	(0.652)	(0.703)	18.704	0.435	19.138
Dedicated Schools Grant (DSG) Total	125.877	53.689	179.566	(1.301)	-	(179.391)	(180.692)	(1.126)	1.126	-

Families, Children & Learning Integrated Service & Financial Plan 2019/20

Service Area	Rationale for Strategy	Service & Financial Proposals	Delivery Risk & Impact on Outcomes	Savings 2019/20 £m
Director of Families, Children & Learning				
Director of Families, Children and Learning Salary and directorate support costs for the Director and support staff	Savings of £0.116m have been identified which relate to the overall administrative support for senior managers across the directorate. This is in addition to previous savings in both management and administrative costs.	A review of administrative support will identify the savings to be achieved. All directorates across the Council will be seeking savings in this area.	See EIA S1	0.116
Director of Families, Children & Learning				0.116
Health & Disability Services				
Services for children with disabilities Residential, respite and short breaks.	The LA will continue to meet its full statutory duty towards children with SEN and disabilities and remains committed to working with parents, young people and all in partnership. The aim is to find efficiencies while extending the access of families to short breaks and respite through effective re-organisation and a reduction in agency spend (see below). The new integrated special school hubs have started to offer an extended range of short breaks outside of school hours with increased access for more families. This includes additional investment from the High Needs Block of the Dedicated School's Grant (£175k in 2018/19 and £125k in 2019/20). We will also be offering through the hubs a better offer of support to help families cope at home where children have	Review of use of in-house provision and respite to extend the range of options for parents with more emphasis on extended day, evening and weekend activities - overnight respite would still be available for those in most need and where children require shared care. Further review of contracts with the Community and Voluntary Sector for respite and short breaks to see how they could extend their reach while making greater efficiencies.	Opportunities will be impacted. Potential impact on respite provision See EIA 1 and EIA S2.	0.140
Services for children with disabilities and Adults with learning disabilities Management, assessment, operations and	short breaks outside of school hours with increased access for more families. This includes additional investment from the High Needs Block of the Dedicated School's Grant (£175k in 2018/19 and £125k in 2019/20). We will also be offering through the hubs a better offer of support to help families cope at home where children have	Reduction in management capacity across the Children's Disability Service and the Adults Learning Disability Service following re-structure to provide one integrated service. Bringing together adult and children's services provides an opportunity to rationalise management across both services and to streamline provision.	Delivery Risk: May impact on management capacity at pressure points but priority will be on statutory duties. See EIA 1.	0.200

Families, Children & Learning Integrated Service & Financial Plan 2019/20

Service Area	Rationale for Strategy	Service & Financial Proposals	Delivery Risk & Impact on Outcomes	Savings 2019/20
				£m
admin	exceptionally complex needs and challenging behaviours, thus strengthening the resilience of families and reducing the need for overnight respite and children coming into care. In terms of remit for Children's Disability Service (CDS), there are close to 300 families receiving services via the social work and early help service. Around 160 families receive direct payments to enable them to purchase care packages and around 30 at any one time receive overnight respite at one of our two children's homes or through specialist foster care. We are reviewing the way short breaks and respite are delivered to offer a different model that provides a much wider offer with new more affordable short break and respite options included so that resources are distributed more equitably and preventatively, whilst ensuring the families in greatest need continue to have access to shared care arrangements as now.			
Community Care (Adults) including Community Support, Day Care, Direct Payments, Home Care, Shared Lives, Supported Accommodation, Residential Care and Nursing Care.	Savings in 2019/20 will be achieved through a continuation of the successful 'Move On' project. This project has been reviewing service users with a view to promoting independence as close to the City and local community as possible. The project also reviews care packages to see if they are still needed and being delivered in the best and more efficient way. In addition further efficiencies will be sought from all council run provision. In addition to the savings	Review high cost clients receiving multiple services who have not been reviewed in the previous two years. Taking a more holistic approach to the commissioning of care homes. The savings achieved from an anticipated reduction in the number of clients in higher cost provision will however be less than the additional funding made available for this budget to respond to the increased unit costs of provision. This is £2.105m and so the overall budget will	Delivery Risk: Limited availability of suitable accommodation in the City, high unit cost and continued increase in the numbers of clients with eligible need. These demands equate to estimated additional costs of £1.676m for 2019/20. Savings can only be achieved by accessing local accommodation and through effective commissioning. Impact on Outcomes: Concentrating on key statutory duties and those clients who	0.660

Families, Children & Learning Integrated Service & Financial Plan 2019/20

Service Area	Rationale for Strategy	Service & Financial Proposals	Delivery Risk & Impact on Outcomes	Savings 2019/20
				£m
Learning Disabilities	identified the Council has identified budget pressures based on the anticipated increase in costs for current and future clients. This is £2.105m which means that overall this budget will increase next year and not reduce. We are developing a more personalised approach to our clients, including close working with housing colleagues. We will also be strengthening our commissioning arrangements, with tighter contract management controls implemented with our providers, including the review of contract uplifts. Additional support has been provided to carry out re-assessments of the support needs of our clients. In terms of context there are currently 833 adults with learning disabilities receiving support from the community learning disability team, ranging from direct payments through to full residential care.	increase	present the highest risk to themselves and to the Community, ensuring needs are met in the most cost effective manner. See EIA 2	
Learning Disabilities - Day Services (Adults) Learning Disabilities Day Options	Part of the Learning Disability Strategy - includes increased Personal Budgets, and re-providing support . The direction of travel for adult social care directly provided service is to focus these on people with the most complex needs.	Continue to support people to move on to alternative day activities on an individual basis where their needs can be met in different ways. In addition, to reduce the provision running and catering costs.	Planned individualised transitions to alternative options using advocacy where required. Continued engagement with family carers. - potential staff reductions as service users reduce. Any reprovision costs to be closely monitored so they do not put pressures on to the community care budget. See EIA 3.	0.050
Learning Disabilities - Residential (Adults) In house Residential	High cost and most local authorities do not provide services in-house. The direction of travel for adult social care directly provided service is to focus these on people with the	Continue to support service users with the most complex needs but identify further efficiencies in the delivery of these services through reviewing individual client needs	See EIA 4.	0.052

Families, Children & Learning Integrated Service & Financial Plan 2019/20

Service Area	Rationale for Strategy	Service & Financial Proposals	Delivery Risk & Impact on Outcomes	Savings 2019/20
				£m
and Supported Living	most complex needs.	and their capacity to work towards more independent living.		
Service wide agency staff spend	Reprocurement of the corporate agency staff contract has identified a saving as a result of lower on cost rates. This saving is reflected in all service areas where agency staff are used through the contract		This is a procurement saving and therefore the key risk relates to the level of agency staff used in the service area.	0.025
Health & Disability Services				1.127
Education & Skills				
Schools Private Finance Initiative (PFI) PFI budget for 3 schools	Ensure ongoing value for money is achieved through the existing PFI contract	2019/20 proposals: The independent review of the existing PFI arrangements has identified potential savings through renegotiation of the contract where agreement can be reached	Delivery Risk: Agreement to variations within the contract that result in cost savings to the council cannot be reached.	0.040
Standards & Achievement Core school intervention team, commissioned school partnership advisers	This covers a range of statutory functions, although in recent years central government grant funding has reduced significantly. Brighton & Hove have a high percentage of schools judged by Ofsted to be Good and Outstanding so therefore the need for interventions has reduced.	We will reduce financial support and intervention to schools causing concern.	Delivery Risk: Medium risk. Impact on Outcomes: Concern related to reduction in any additional grants for School Improvement. Limited LA funding now available to intervene with schools causing concern, and to deliver our statutory duty.	0.033
School Organisation, Admissions & Home to School Transport This includes our staff and support to deliver on our statutory school organisation and admissions role and	Savings have been achieved in this delivery area over previous years. However this service area faces budget pressures in the area of home to school transport which is a demand led budget. Further efficiency saving has been identified in the organisation of these functions which can equate to a saving but does not impact on front line delivery of services. A wider review of home to school transport is	The provision of statutory services will not be affected by the proposals to achieve a saving in this service area. The saving will be made through achieving a greater efficiency in the processes funded within School Organisation that do not affect front line delivery of services.	There is no change to the entitlement to receive services such as home to school transport, attendance support or the school admission processes. The level of support for contact with residents will remain unchanged. However processes that are undertaken in relation to these service areas will be rationalised and thereby releasing a saving. See EIA 5	0.039

Families, Children & Learning Integrated Service & Financial Plan 2019/20

Service Area	Rationale for Strategy	Service & Financial Proposals	Delivery Risk & Impact on Outcomes	Savings 2019/20 £m
<p>management and leadership of school meals, home to school transport and all other statutory school organisation functions. Transport between home and school for children who live beyond the statutory walking distance. The appropriate school is the nearest maintained school to the child's home that is suitable to their age, educational needs and has a place available.</p>	<p>planned which may identify further savings in the future. As this review has not yet taken place no additional savings have been identified as yet.</p>			
<p>Early Years - Children's Centres City-wide service co-located with health visiting which aims to improve outcomes for children under 5. Seven designated Children's Centres and delivery points</p>	<p>The service was reviewed in 2015/16 and funding reduced from April 2016. Between April to June 2018, 1,522 children attended Children's Centres, 344 children received targeted interventions and 37 adults volunteered.</p>	<p>Reduction in running and administration costs.</p>	<p>Delivery Risk - Low</p>	<p>0.030</p>

Families, Children & Learning Integrated Service & Financial Plan 2019/20

Service Area	Rationale for Strategy	Service & Financial Proposals	Delivery Risk & Impact on Outcomes	Savings 2019/20
				£m
across the city.				
<p>Early Years - Childcare</p> <p>Support for nurseries, childminders, out of school childcare, childcare workforce training, and management and administration of free early years entitlement for 2/3/4 year olds</p>	<p>Statutory duties to secure advice and support for childcare providers and sufficient childcare provision. To encourage childcare providers to increase the number of apprentices and access apprenticeship funding for qualifications.</p>	<p>Reduction in management costs to support childcare workforce development and childminding.</p>	<p>Delivery Risk- Low risk</p>	0.035
<p>Early Help - Integrated Team for Families (ITF) and Parenting Service (including the Troubled Families Grant)</p> <p>The ITF & Parenting Service work with families with children of all ages who have multiple complex needs that generally fall just below the social work threshold,</p>	<p>The Integrated Team for Families and Parenting Team is part of the Council's contribution to the national Troubled Families initiative which aims to deliver coordinated and tailored support to families experiencing multiple and complex problems to reduce demand pressures on costly reactive services. The service was restructured in 2017 with the number of ITF teams reduced from four to two and a reduction in the number of Family Coaches. As the proposals for savings in 2019/20 were already known the restructure incorporated the proposed savings for next year and this has already been achieved. Subsequent to the redesign of the team the city was successful in achieving 'Earned</p>	<p>Reduction of two Family Coach posts funded by the Council General Fund</p>	<p>Delivery Risk: Low risk. The reduction in staffing has been offset by greater investment in bin support services following the achievement of Earned Autonomy. See EIA 6.</p>	0.080

Families, Children & Learning Integrated Service & Financial Plan 2019/20

Service Area	Rationale for Strategy	Service & Financial Proposals	Delivery Risk & Impact on Outcomes	Savings 2019/20
				£m
including Family Coaching, specific interventions and group work programmes. The Parenting Service delivers evidence based group and 1-1 parenting interventions. Much of this service is funded by the Troubled Families Grant. Brighton & Hove has been successful in gaining 'Earned Autonomy' which has provided greater certainty of funding until 2020 and reduced our reporting requirements	Autonomy' from Troubled Families. This has led to a decrease in reporting requirements and greater certainty of funding. In previous years the budget varied considerably from year to year as a result of the payment by results methodology. This constrained longer term planning. Earned Autonomy has meant that we have been able to increase the capacity of support services for families with parental conflict and mental health issues. The Troubled Families Initiative is due to end in 2020.			
Skills & Employment Team. This team supports community learning, as provided by The Friends Centre which is funded via Skills Funding Agency (SFA). This team also includes:	These teams provide a range of skills and employment support to both young people but also adults. The Youth Employability Service has been very successful in ensuring that the number of young people not in education, employment and training in Brighton & Hove is relatively low. This means that young people have a good start on their employment journey. The apprenticeship team is focussed on	The savings target is being achieved across the whole team from efficiencies including some external funding until the end of 2020.	No negative impact is anticipated.	0.055

Families, Children & Learning Integrated Service & Financial Plan 2019/20

Service Area	Rationale for Strategy	Service & Financial Proposals	Delivery Risk & Impact on Outcomes	Savings 2019/20
				£m
- Apprenticeship team - Youth Employability Service - Post-16 Learning & Skills	ensuring that council services (including schools) maximise the number of apprenticeship take-ups of all ages so that the Council is able to access its own funds via the apprenticeship levy.			
Print & Sign Unit	This service is entirely funded by work it carries out on a cost recovery basis.	There is a small saving attached for the year 2019/20 derived from efficiencies and increased work.		0.005
Service wide agency staff spend	Reprocurement of the corporate agency staff contract has identified a saving as a result of lower on cost rates. This saving is reflected in all service areas where agency staff are used through the contract		This is a procurement saving and therefore the key risk relates to the level of agency staff used in the service area.	0.001
Education & Skills				0.318
Children's Safeguarding & Care				
Fostering & Adoption Payments to in-house carers for fostered and adopted children.	Review of Special Guardianship Orders (SGO) & adoption allowances in order to make efficiencies	Maintain budget as investment in this area is better value for money than foster agency placements.	Delivery risk: Low risk. Impact on Outcomes: No impact anticipated See EIA 7.	0.035
Contact Service Family contact for children in care (CiC) and children in need (CIN)	The service provides co-ordinating, supporting and supervising court ordered parental and family contact with children in care and children in need. Service redesign has resulted in significant savings in previous years	Review of sessional worker use and their transportation costs should result in modest savings	Delivery Risk: Medium risk. Impact on Outcomes: Reducing sessional worker capacity could result in service being unable to deliver required level of contact for children and their families See EIA 8A.	0.040
Agency Placements Residential,	Project to increase the number of in house foster placements and reduce reliance on more expensive independent provider	Relationship based social work practice and the specialist adolescence service is contributing to diverting children from the	Delivery Risk: This is a high cost service where the failure of effective prevention and demand management will not only	1.614

Families, Children & Learning Integrated Service & Financial Plan 2019/20

Service Area	Rationale for Strategy	Service & Financial Proposals	Delivery Risk & Impact on Outcomes	Savings 2019/20
				£m
fostering and secure placements for looked after children provided by external agencies	provision is ongoing. Provision of high quality, value for money provision through contracted services with external providers supported by the children's services framework contract arrangements and preferred provider guidelines. In addition to the savings proposed there is pressure funding of £910k to cover in future anticipated increased costs for existing clients	care system, and for those already in care, a stepping down to in house and/or less expensive placements. The overall number of children in care has continued to reduce locally (in the context of a national increase) and close scrutiny of placement costs, together with an increase in in-house foster carers is contributing to a reduction in unit costs. Work streams: Increasing number of in house foster carers and those able to provide support to more complex children; Increasing and extending preferred provider options for the Local Authority in partnership across the South East; Developing in house capacity with regards Supported Lodgings - an area of increasing demand and unit costs.	impact on the achievement of cost reduction but is likely to be of corporate financial significance to the council's challenging medium term financial position. The proposals set out here assume that other pressures on this budget will be met across the overall budget. A small number of adolescents with very significant needs continue to provide pressure on these budgets combined with a national shortage of placements. Impact on Outcomes: Improved practice model prevents children needing care and contributes to improved outcomes for young people. Demand management has implications for managing risk effectively to meet safeguarding requirements and statutory duties. See EIA 8B.	
Family Support Services - Family group conferences and intensive intervention initiatives	Maintaining investment in this preventive service area is critical for effective demand management. Family Group Conferencing is used to identify alternative means to meet the needs of families who are facing difficulties and so avoid the need for a child to be brought into care.	Modest savings from Family Information Service based in the multi agency safeguarding hub.	Impact on Outcomes: No impact anticipated. See EIA 9.	0.010
Specialist Assessment Clermont Assessment Centre	Further development of model of social work practice to ensure a focus on supporting social workers to be the "expert" and deliver high quality and comprehensive enhanced assessments where required and	Redesign of Clermont delivery model in order to support the upskill of social workers via Lead Practitioner model, thereby reducing demand for specialist assessments from both Clermont & external	Delivery risk - Low Risk Impact on Outcomes - increase in social work demand could result in insufficient capacity to undertake specialist assessments. See EIA 10 and EIA S3.	0.100

Families, Children & Learning Integrated Service & Financial Plan 2019/20

Service Area	Rationale for Strategy	Service & Financial Proposals	Delivery Risk & Impact on Outcomes	Savings 2019/20
				£m
& expert assessments and living Without Violence service.	reduce reliance on seeking these via 3rd parties.	providers, enabling savings		
Service wide agency staff spend	Reprocurement of the corporate agency staff contract has identified a saving as a result of lower on cost rates. This saving is reflected in all service areas where agency staff are used through the contract		This is a procurement saving and therefore the key risk relates to the level of agency staff used in the service area.	0.001
Children's Safeguarding & Care				1.800
Children's Safeguarding & Quality Assurance				
Children's Safeguarding & Quality Assurance Specific child protection services, the Local Safeguarding Children's Board and independent reviewing officers.	LSCB management and admin is a statutory multi-agency funded safeguarding function. Child protection services and independent Reviewing Officers are statutory services with high case loads and increasing demands.	Reducing and managing demand under the new practice model should enable a modest reduction of staffing resource over the medium term.	Delivery Risk: Continuing high demand and referral rates would put at risk this potential staffing efficiency. Impact on Outcomes: Could put delivery within the statutory timeframes at risk if there were an increase in numbers in statutory services.	0.079
Children's Safeguarding & Quality Assurance				0.079
Families, Children & Learning				3.440

Families, Children & Learning Capital Investment Programme 2019/20 to 2023/24					
	Profiled Payments 2019/20 £m	Profiled Payments 2020/21 £m	Profiled Payments 2021/22 £m	Profiled Payments 2022/23 £m	Profiled Payments 2023/24 £m
Approved Schemes					
Basic Need - New Pupil Places *	32.226	-	-	-	-
Education Capital Maintenance	0.910	-	-	-	-
Universal Free School Meals	0.328	-	-	-	-
Healthy Pupils Grant - Surrenden Pool	0.286	-	-	-	-
New Schemes to be Approved					
Basic Need - New Pupil Places	-	2.879	-	-	-
Education - Capital Maintenance **	5.000	5.000	5.000	5.000	5.000
Devolved Formula Capital **	0.500	0.500	0.500	0.500	0.500
Structural Maintenance	0.623	0.623	0.623	0.623	0.623
Families, Children & Learning	39.873	9.002	6.123	6.123	6.123

* Basic Need profile of spend will be reported in the Education Capital Report in March 2019

** Estimated Funding to be Confirmed

Health and Adult Social Care Directorate

Services and Responsibilities

The directorate is responsible for discharging the council's statutory responsibilities in relation to the provision of Adult Social Care to meet eligible need, legal duties to keep people safe from harm, safeguarding people whose liberty may be deprived and delivering our Public Health duties and functions. The Directorate provides a range of support to adults within the city and their carers. These include residential/nursing care, support packages for those with complex needs and universal, preventative support aimed at keeping people well and independent for longer.

In 2017/18, Adult Social Care managed the following activity:

- 4,526 new requests for social care support
- 1,278 of these new requests resulted in provision of long term funded care services. Others received short term support e.g. reablement or end of life care, signposting to community services or ongoing low level support e.g. issuing equipment;
- 2,327 carers supported;
- 1,945 Deprivation of Liberty Safeguards applications
- 809 Safeguarding enquiries were carried out.
- 1,103 Mental Health Act assessments
- 9.6 (March 2017) to 4.7 (March 2018) Supported patients being discharged from hospital contributing to a significant reduction in % occupied Delayed Transfers of Care bed days (Brighton and Sussex University Hospital)

During this period we provided long term funded care services for 3535 adults. This support was provided in the following ways:

- 1,723 adults received domiciliary care in the community, this figure does not include those people referred into Homefirst, a Discharge to Assess programme initiated midway through 2016/17. This is jointly funded with the CCG focussed upon getting patients home from hospital as soon as they are medically stable. This pathway enables a period of rest and recovery, with support, before longer terms needs are considered. This is subject to separate evaluation;
- 1,371 adults received residential or nursing support (711 nursing care placements and 660 residential care placements). Overall numbers of long term placements increased between 2016/17 and 2017/18 but we are now seeing a higher proportion of nursing placements with a consistent reduction in permanent residential placements coming through as an emerging trend.
- 441 adults were in receipt of care services funded via a Direct Payment

Health & Adult Social Care Budget Summary							
2018/19 Net Expenditure / (Income) £m	Service Area	2019/20 Budget					2019/20 Budgeted Contracted Staff FTE
		Expenditure	Income	Budget Allocation	Capital Charges & Recharges	Net Expenditure / (Income)	
		£m	£m	£m	£m	£m	
32.505	Adult Social Care	54.081	(21.294)	32.787	3.252	36.039	516.8
8.717	Integrated Commissioning	9.884	(1.312)	8.572	0.669	9.241	47.3
14.517	S75 SPFT	24.581	(8.271)	16.310	0.275	16.585	55.7
0.419	Public Health	20.065	(19.884)	0.181	0.074	0.255	51.8
56.158	Health & Adult Social Care Total	108.611	(50.761)	57.850	4.269	62.119	671.6

Health & Adult Social Care 2019/20 Revenue Budget Breakdown										
Service Description	Employee Expenditure £m	Other Expenditure £m	Total Expenditure £m	Income From Fees, Charges & Rents £m	Other Income £m	Government Grants £m	Total Income £m	Total Budget Allocation £m	Capital Charges & Recharges £m	Net Expenditure / (Income) £m
Adult Social Care										
Assistive Equipment & Technology	1.162	2.411	3.573	(0.617)	(2.432)	-	(3.049)	0.524	0.138	0.662
Clients with Memory/Cognition Support	2.655	0.215	2.870	(0.486)	(1.040)	-	(1.526)	1.343	0.671	2.014
Clients with Physical Support	4.168	31.861	36.029	(8.872)	(5.150)	(0.328)	(14.350)	21.679	1.133	22.812
Clients with Sensory Support	-	0.250	0.250	(0.047)	-	-	(0.047)	0.203	0.003	0.206
Clients with Substance Misuse Support	-	0.103	0.103	-	-	-	-	0.103	0.002	0.105
Social Care Activities	8.754	0.470	9.223	(0.006)	(1.238)	-	(1.244)	7.979	1.047	9.027
Supported Accommodation	1.697	0.336	2.033	(0.973)	(0.105)	-	(1.078)	0.955	0.258	1.213
Adult Social Care Total	18.435	35.646	54.081	(11.001)	(9.964)	(0.328)	(21.294)	32.787	3.252	36.039
Integrated Commissioning										
Clients with Physical Support	-	0.025	0.025	-	(0.008)	-	(0.008)	0.017	0.008	0.025
Commissioning & Service Delivery	1.906	0.087	1.993	(0.012)	(0.175)	-	(0.187)	1.807	0.479	2.285
Housing Related (Supporting People)	-	6.133	6.133	-	(0.012)	(0.661)	(0.673)	5.459	0.028	5.487
Information & Early Intervention	0.031	1.357	1.387	-	(0.467)	-	(0.467)	0.921	0.118	1.038
Social Care Activities	0.199	0.001	0.199	-	(0.036)	-	(0.036)	0.164	0.032	0.195
Support To Carers	-	0.147	0.147	-	0.058	-	0.058	0.205	0.005	0.210
Integrated Commissioning Total	2.136	7.748	9.884	(0.012)	(0.639)	(0.661)	(1.312)	8.572	0.669	9.241
S75 SPFT										
Clients with Memory/Cognition Support	-	13.994	13.994	(4.151)	(1.778)	-	(5.929)	8.065	0.057	8.123

Health & Adult Social Care 2019/20 Revenue Budget Breakdown

Service Description	Employee Expenditure £m	Other Expenditure £m	Total Expenditure £m	Income From Fees, Charges & Rents £m	Other Income £m	Government Grants £m	Total Income £m	Total Budget Allocation £m	Capital Charges & Recharges £m	Net Expenditure / (Income) £m
Clients with Mental Health Support	-	7.218	7.218	(0.529)	(1.622)	-	(2.151)	5.066	0.032	5.099
Social Care Activities	2.518	0.852	3.370	-	(0.191)	-	(0.191)	3.178	0.185	3.364
S75 SPFT Total	2.518	22.063	24.581	(4.680)	(3.591)	-	(8.271)	16.310	0.275	16.585
Public Health										
Children's Public Health Programmes (0-5)	-	3.788	3.788	-	(0.090)	-	(0.090)	3.698	-	3.698
Children's Public Health Programmes (5-19)	0.111	1.449	1.559	-	(0.028)	-	(0.028)	1.532	-	1.532
Commissioning	(0.360)	0.303	(0.057)	-	-	(19.554)	(19.554)	(19.611)	0.065	(19.546)
Miscellaneous Public Health Services	1.204	1.965	3.169	(0.012)	(0.028)	-	(0.040)	3.129	-	3.129
NHS Health Check Programmes	0.000	0.301	0.301	-	-	-	-	0.301	-	0.301
Obesity	-	0.400	0.400	-	-	-	-	0.400	-	0.400
Physical Activity	0.245	0.216	0.461	(0.009)	-	(0.024)	(0.033)	0.428	0.009	0.437
Public Health Advice	0.181	0.008	0.189	-	-	-	-	0.189	-	0.189
Sexual Health Services	0.061	4.104	4.164	-	-	-	-	4.164	-	4.164
Substance Misuse	0.130	5.960	6.090	-	(0.139)	-	(0.139)	5.951	-	5.951
Public Health Total	1.572	18.493	20.065	(0.021)	(0.285)	(19.578)	(19.884)	0.181	0.074	0.255
Health & Adult Social Care Total	24.661	83.950	108.611	(15.714)	(14.480)	(20.567)	(50.761)	57.850	4.269	62.119

Health & Adult Social Care Integrated Service & Financial Plan 2019/20

Section	Rationale for Strategy	Service & Financial Proposals	Delivery Risk & Impact on Outcomes	Savings 2019/20
				£m
Adult Social Care				
Community Care budget funding packages of care to meet statutory responsibilities across adult care groups apart from Learning Disability and mental Health.	Continue with the agreed direction of travel for Adult Social Care focusing upon reducing demand through a number of approaches: increasing access to advice and information, development of asset based social work maximising community support mechanisms, integration with health colleagues, both commissioning and front line delivery, to provide a better joined up	Support delivery of preventative approaches to reduce flow of new care packages, ensure all new care packages secure value for money, prioritise reviews and target higher cost packages to explore more effective means of delivery, integration with health to focus upon admission avoidance and discharge to assess at home. Implement new financial	Delivery Risk: Primary risk is that the number of people with eligible needs continues to increase and those with existing services become frailer thus requiring increased packages which would impact on achievement of the full saving. Development of preventative strategies will help to generate long term benefits however there is a risk of not achieving full	1.174

Health & Adult Social Care Integrated Service & Financial Plan 2019/20

Section	Rationale for Strategy	Service & Financial Proposals	Delivery Risk & Impact on Outcomes	Savings 2019/20
				£m
Services include; community support, home care, supported accommodation, residential and nursing care. Physical Support & Sensory Support	service to customers/patients	controls with all high cost care packages to be agreed by a senior management scrutiny process.	target savings within the period. Market maturity and sustainability following a period of time with modest increases may impact upon success of savings being fully realised. With Care Act responsibilities to the market we must manage risk/potential for legal challenge. Impact on Outcomes: Concentrating on key statutory duties and those clients who present the highest risk to themselves and to the Community. Need for EIA to be determined on service specific basis. See EIA 11.	
	Annual increases have been possible over recent years due to increased one off funding that has been available to support increases in rates. The Council will be able to continue to offer providers a comprehensive free training package and this will continue to be available. Providers will also continue to receive support from the commissioning and quality monitoring teams to support their businesses development.	No annual uplift to be applied to set rates for existing packages of care.	Potential financial Impact on provider market and increase in the number of individual negotiations that are required to secure provision. Exploring alternative contracting arrangements to secure provision.	0.660
Assessment & Support and Intervention Team (SIT). Social Work teams delivering statutory duties under the Care Act to assess eligible needs, intervene	There is an expectation of new statute concerning DoLS which will reduce demand on Best Interest Assessors and external agency costs.	Realign available resources in line with the requirements of the new legislation.	Delivery risk: Legislative changes will not happen leaving the service unable to meet the current statutory duty.	0.150

Health & Adult Social Care Integrated Service & Financial Plan 2019/20

Section	Rationale for Strategy	Service & Financial Proposals	Delivery Risk & Impact on Outcomes	Savings 2019/20
				£m
where people are at risk to themselves, others or the community. Deliver statutory duties under the Mental Capacity Act, Safeguarding Vulnerable Adults, Deprivation of Liberty Safeguards (DoL's)				
Hostel Accommodation - 96 beds budgeted for in 2018/19	Review hostel provision to ensure that it is fit for purpose and is able to meet and respond to the needs of vulnerable people requiring services.	Part of the ongoing review of hostel accommodation includes looking to ensure that these are aligned with our commissioned services.	Increase in demand and complexity in needs of individuals.	0.250
Community Short Term Services & Independence at Home (Including Early Supported Stroke Discharge and Apportionment of Assessment Duties - budget capacity for 2018/19 assumes a max of 65 people in service at any time through 12 month period. Craven Vale Residential Knoll House	With a focus on admission avoidance and ensuring flow from the acute hospital, ensuring people are maintained in community settings, complete a review of the pathways that are supported by Homefirst, bedded provision in Resource Centres and our Home Care offer. Working closely with the Clinical Commissioning Group (CCG), Sussex Community Foundation Trust, applying genuine integration principles we will facilitate a more streamlined pathway delivering a reduced need for both the number and size of ongoing packages of care and placements leading to a reconfiguration of the current level of bedded provision and Home Based Care.	Reconfiguration of CSTS (Community Short Term Services) provision in the light of embedding Home First and Discharge to Assess principles will delay and reduce the demand on purchasing packages of care and placements in the independent sector reducing demand on community care provision.	Active support from partners is critical in ensuring effective implementation of strategy. Risk of increased needs/dependency levels. We will retain the service of 'last resort' Risk on delivery if alternative provision is not available. Requires modelling of remaining beds on basis of future rather than past activity See EIA 12.	0.614

Health & Adult Social Care Integrated Service & Financial Plan 2019/20				
Section	Rationale for Strategy	Service & Financial Proposals	Delivery Risk & Impact on Outcomes	Savings 2019/20
				£m
Residential - 51 budgeted capacity to 2018/19.				
Service wide agency staff spend	Reprocurement of the corporate agency staff contract has identified a saving as a result of lower on cost rates. This saving is reflected in all service areas where agency staff are used through the contract.		This is a procurement saving and therefore the key risk relates to the level of agency staff used in the service area.	0.038
Adult Social Care				2.886
S75 SPFT				
Community Care budget funding packages of care, support, residential/nursing care for people suffering a cognitive impairment (mainly dementia in older people); services will include Community Support, Home Care, direct payments, supported accommodation, residential/nursing care and specialist placements	Improving value for money by learning the lessons of effective models elsewhere that can maintain people at home longer and further reduce reliance on more traditional statutory services. Improving control of the care home market and provide increased community solutions. Continue with the agreed Direction of Travel for Adult Social Care: increased emphasis on effective information, advice and signposting to reduce demand. Continued development of a strength/asset based social work approach to lessen reliance on publicly funded services. Integration of front line teams with health and other partners to create efficiencies.	Lower cost (i.e. reduced funding requirement) for new placements and through targeted reviews of current placements, making use of community assets to reduce reliance on high cost services.	Delivery Risk: Primary risk is that eligible need continues to grow which would impact on achievement of full saving. Managing the demand for and cost of provision is key. Availability and affordability of supported living options and nursing home care in the City remains a risk. Impact on Outcomes: Increase provision of block contract beds within the City. New provision of Extra Care Housing in the City for clients with dementia will provide an alternative to residential care for some. Requirement for EIA subject to service specific proposals. See EIA 11.	0.188
	Annual increases have been possible over recent years due to increased one off funding that has been available to support increases in rates. The Council will be able to continue to offer providers a comprehensive free training package and this will continue to be available. Providers	No annual uplift to be applied to set rates for existing packages of care.	Potential financial Impact on provider market and increase in the number of individual negotiations that are required to secure provision. Exploring alternative contracting arrangements to secure provision.	0.230
Memory & Cognition Support Approach based				

Health & Adult Social Care Integrated Service & Financial Plan 2019/20

Section	Rationale for Strategy	Service & Financial Proposals	Delivery Risk & Impact on Outcomes	Savings 2019/20
				£m
upon approximately 472 persons in the city with a dementia diagnosis	will also continue to receive support from the commissioning and quality monitoring teams to support their businesses development.			
Community Care budget funding packages of care, support, residential/nursing care for people suffering a functional mental illness services will include Community Support, Home Care, direct payments, supported accommodation, residential/nursing care and specialist placements.	As per direction of travel, model of increased personalisation to reduce reliance on public funded services. Improving value for money by learning the lessons of effective models elsewhere that can maintain people at home longer and further reduce reliance on more traditional statutory services. Increased use of supported accommodation will reduce the reliance on residential and nursing care.	Lower cost (i.e. reduced funding requirement) for new placements and through targeted reviews of current placements, making use of community assets to reduce reliance on high cost services. Involves continued review of cost of placements, reductions in waiver use, and reviews of S117 placements to reduce costs and/or increase client contributions.	Delivery Risk: Managing demand and costs of provision is key to achieving reducing funding requirements. Re-admission to hospital and not meeting complex needs in an appropriate manner could result if the model is not implemented effectively. Requirement for EIA subject to service specific proposals. See EIA 11.	0.067
Mental Health Support - 375 budgeted capacity for 2018/19.	Annual increases have been possible over recent years due to increased one off funding that has been available to support increases in rates. The Council will be able to continue to offer providers a comprehensive free training package and this will continue to be available. Providers will also continue to receive support from the commissioning and quality monitoring teams to support their businesses development.	No annual uplift to be applied to set rates for existing packages of care.	Potential financial Impact on provider market and increase in the number of individual negotiations that are required to secure provision. Exploring alternative contracting arrangements to secure provision.	0.210
Service wide agency staff spend	Reprocurement of the corporate agency staff contract has identified a saving as a result of lower on cost rates. This saving is reflected in all service areas where agency staff are used through the contract.		This is a procurement saving and therefore the key risk relates to the level of agency staff used in the service area.	0.004
S75 SPFT Total				0.699

Health & Adult Social Care Integrated Service & Financial Plan 2019/20

Section	Rationale for Strategy	Service & Financial Proposals	Delivery Risk & Impact on Outcomes	Savings 2019/20
				£m
Integrated Commissioning				
Commissioning & Contracts Adults Commissioning & Performance Team, Executive Director Adult Services, Safeguarding Team	It is anticipated that integrated working will deliver efficiencies moving forward. The commissioning function is supporting the delivery of savings across Health and Adult Social Care, alongside the administration functions that sit across the directorate.	Administration review across Health and Adult Social Care to ensure that resource is being provided in an integrated and efficient way supporting the needs of the Directorate.	Ensuring that all elements of the directorate receive the necessary admin input to support delivery of services.	0.070
Commissioning & Contracts	Review of contracts to ensure that service are fit for purpose and that resources are being used effectively.	Review contracts and ensure resources are being used effectively and any efficiencies realised.	Unable to identify contract efficiencies. See EIA 13.	0.385
Integrated Commissioning				0.455
Public Health				
Substance Misuse services residential rehab	Savings have already been made across alcohol and drug services. However compared with other LAs Brighton and Hove has a relatively high percentage of alcohol and drug users beings treated in residential rehab.	A 10% reduction in overall funding to be negotiated as part of an extension to current residential rehabilitation contracts.	Delivery Risk: this will be dependent on negotiation with providers (the proposal has not been shared with them). Impact on Outcomes: It is possible that a reduction in funding will reduce the number of people receiving support during the year and consequently the number of people successfully completing their treatment. People will need to be supported by community services for longer periods of time before they can access residential rehabilitation. See EIA 14.	0.053
Sexual Health Commissioning of sexually transmitted	Contracts ending March 2019 have been reviewed and it has been identified where service changes can be made to make savings minimising impact on outcomes.	Savings will be made through not renewing the contracts of those sexual health services which are ending and where needs can be addressed by other existing services.	Delivery Risk: low risk as these contracts end March 2019 and have been previously renewed on an annual basis. Impact on Outcomes: People who would have used	0.093

Health & Adult Social Care Integrated Service & Financial Plan 2019/20

Section	Rationale for Strategy	Service & Financial Proposals	Delivery Risk & Impact on Outcomes	Savings 2019/20
				£m
infection (STI) prevention and treatment, contraception, HIV prevention and advice services.			these services will be directed to existing sexual health and other local services. See EIA 15.	
Health Improvement	Where possible, services will be re-procured and/or redesigned to maintain impact on outcomes at a lower cost. Expenditure on internal staffing and programme spend will be reduced ensuring that focus remains on priority public health outcomes.	<p>Internal spend: £114k will be saved from deleting vacant Public Health posts; internal Public Health programme budgets will be reduced by £71k.</p> <p>Commissioning: Ageing Well service commission (with ASC / CCG) will save £51k; Recommissioning Mental Health Support Services (with ASC / CCG) will save £20k, and two contracts (Bandbazi and Fabrika) will not be recommissioned or extended when their contracts end saving £25k.</p> <p>All other contracts ending in March 2019 will be recommissioned or renegotiated with 10-20% reductions, saving £32k including £25k on preventative wellbeing services commissioned within Adult Social Care Commissioning (EIA13)</p> <p>Public Health funding towards the Healthy Neighbourhood Fund and the Fareshare food distribution service will reduce, saving £20k.</p>	<p>Delivery risk: Internal: Low risk as vacancies are being held in anticipation of the savings requirement and planning is underway to redesign programme spend.</p> <p>Commissioning: Ageing Well and Mental Health Support Services commissions are underway (low risk); other services low risk as contracts end March 2019. Healthy Neighbourhood Fund:</p> <p>Impact on outcomes: Reduced capacity to deliver public health programmes and delivery of health improvement; internally wherever possible these impacts will be mitigated by reprioritisation and service redesign. Externally, efficiency savings in commissioning will be sought. A lower level of funding will be available for local health improvement activities under the Healthy Neighbourhood Fund. See EIAs 16, 17, 18 (Public Health) and EIA 13 (Adult Social care Commissioning)</p>	0.333
Service wide agency staff spend	Reprocurement of the corporate agency staff contract has identified a saving as a		This is a procurement saving and therefore the key risk relates to the level of agency	0.001

Health & Adult Social Care Integrated Service & Financial Plan 2019/20				
Section	Rationale for Strategy	Service & Financial Proposals	Delivery Risk & Impact on Outcomes	Savings 2019/20
				£m
	result of lower on cost rates. This saving is reflected in all service areas where agency staff are used through the contract.		staff used in the service area.	
Public Health				0.480
Health & Adult Social Care				4.520

Health & Adult Social Care Capital Investment Programme 2019/20 to 2023/24					
	Profiled Payments 2019/20 £m	Profiled Payments 2020/21 £m	Profiled Payments 2021/22 £m	Profiled Payments 2022/23 £m	Profiled Payments 2023/24 £m
Approved Schemes					
None					
New Schemes to be Approved					
Better Care Funding Grant *	0.500	0.500	0.500	0.500	0.500
Health & Adult Social Care	0.500	0.500	0.500	0.500	0.500

* Estimated Funding to be Confirmed

Economy, Environment & Culture Directorate

Services and Responsibilities

The Economy, Environment & Culture directorate provides services that aim to maintain an attractive, sustainable and well run city for residents, business and visitors. The directorate includes the following services:

- **City Development & Regeneration** – Leading the council’s work with Greater Brighton and city partners to develop a strong and prosperous and sustainable economy. Delivering major regeneration and projects, Planning and Building Control services, and developing new affordable homes through the Living Wage Joint Venture and New Homes for Neighbourhoods Programme.
- **Transport** – Maintaining, managing and improving the city’s transport network & highways infrastructure, including the delivery of major infrastructure projects working closely with Department for Transport and Coast to Capital Local Enterprise Partnership (LEP). Effectively regulating traffic management and parking services to deliver reductions in congestion and improvements in air quality, management of surface water flooding, sea defences and coastal structures.
- **City Environmental Management** – Delivering a modern commercial approach to recycling, waste and street cleaning services with a focus on getting basic service delivery right, income generating opportunities, rethinking the management of parks and opens spaces, including the delivery of the Stanmer Park Masterplan, sport and leisure facilities, outdoor events and seafront management.
- **Property** – Leading the council’s property strategy, commissioning and delivery of corporate and commercial property services with an emphasis upon an investment strategy that delivers new revenue streams from our assets and keeping the council’s operational assets safe and fit for purpose. The council’s property and land portfolio includes operational assets such as council offices, town halls, heritage, schools and leisure centre assets and commercial properties and agricultural farmlands.
- **Culture, Tourism & Sport** – Leading the future of the city’s unique arts, cultural and tourism offer and expanding this for a wider city region. Establishing a new Cultural Trust for the Royal Pavilion and Museums and progressing the Brighton Waterfront Project to secure a new conference centre and venue for the City. The Royal Pavilion and Museums (RPM) comprises five sites open to the public and eight other historical sites/ monuments. Our tourism and visitor services include the management of the Brighton Centre and our ‘Visit Brighton’ destination marketing services.

Strategy and Key Proposals

Over the past year, services in the Economy, Environment & Culture directorate have delivered £2.3m (Approx. 6% of net budget) savings. The Integrated Service & Financial Plan proposals for 2019/20 set out savings proposals of £1.849m (Approx. 5% of net budget). These will be achieved through a mixture of commercial approaches to generating income, establishing alternative delivery models, service redesigns and transformations, changes to commissioning, and other proposals.

The budget strategy focuses upon improving the efficiency of services to maintain the city's infrastructure and environment, whilst working increasingly with partners, communities and businesses to find alternative ways to share environmental responsibilities, generate new income streams, reduce costs, and become financially more self-sufficient.

The directorate provides strong civic leadership and place making to enable investment and economic growth and city infrastructure which is clear about the benefits to local people, working with Coast to Capital LEP and Greater Brighton city region and South East 7 (SE7) partners to attract external investment, increase economic resilience, improve transport connectivity and local access to jobs, apprenticeships and housing.

Long term capital investment to renew and strengthen the infrastructure of the city will continue, to ensure effective management of the highways network and improve air quality, along with the delivery of major regeneration projects to bring about quality new business space and affordable housing whilst generating income from land and property assets and increasing business rate and council tax returns.

The directorate also plays an important role in supporting the arts, culture and heritage sectors of the city. The jobs in the cultural, creative and tourism sectors collectively make up nearly a third of the city's employment and the council owns much of the city's essential heritage and cultural infrastructure.

Our property services will continue the Corporate Landlord approach to make best use of the council's operational and commercial portfolios through redevelopment and regeneration opportunities. It continues to evolve the commercial portfolio through a rebalancing strategy and provide an increasing return on rental streams in the long term and support the council's modernisation programme enabling service re-designs and ensuring capital receipts are maximised in support of the council's capital investment programme and Medium Term Financial Strategy.

Economy, Environment & Culture Budget Summary							
2018/19 Net Expenditure / (Income) £m	Service Area	2019/20 Budget					2019/20 Budgeted Contracted Staff FTE
		Expenditure	Income	Budget Allocation	Capital Charges & Recharges	Net Expenditure / (Income)	
		£m	£m	£m	£m	£m	
15.181	Transport	38.202	(37.402)	0.800	13.369	14.169	169.1
32.967	City Environmental Management	32.794	(2.290)	30.504	4.940	35.444	465.4
3.160	City Development & Regeneration	5.119	(2.747)	2.372	0.626	2.998	94.4
10.853	Culture, Tourism & Sport	15.945	(12.229)	3.716	11.354	15.070	212.8
(6.114)	Property	8.954	(10.049)	(1.095)	(2.078)	(3.173)	26.4
56.046	Economy, Environment & Culture Total	101.014	(64.717)	36.297	28.211	64.508	968.1

Economy, Environment & Culture 2019/20 Revenue Budget Breakdown

Service Description	Employee Expenditure £m	Other Expenditure £m	Total Expenditure £m	Income From Fees, Charges & Rents £m	Other Income £m	Government Grants £m	Total Income £m	Total Budget Allocation £m	Capital Charges & Recharges £m	Net Expenditure / (Income) £m
Transport										
Concessionary Bus Fares	-	10.963	10.963	(0.018)	-	-	(0.018)	10.945	0.054	10.999
Head of Transport	0.327	0.170	0.497	-	-	-	-	0.497	(0.497)	(0.000)
Highway & Traffic Management	0.445	1.013	1.458	(0.650)	-	-	(0.650)	0.808	1.979	2.787
Highway Assets & Maintenance	0.788	2.540	3.328	-	-	-	-	3.328	3.897	7.225
Parking Operations	3.047	12.181	15.228	(34.934)	-	-	(34.934)	(19.705)	2.531	(17.175)
Public Transport	0.168	1.176	1.344	(0.301)	(0.016)	(0.173)	(0.490)	0.855	0.073	0.928
Road Safety	0.477	(0.025)	0.452	(0.021)	-	(0.040)	(0.061)	0.391	0.584	0.976
Road Works Permit Scheme	0.459	0.075	0.534	(0.670)	-	-	(0.670)	(0.136)	0.099	(0.037)
Street Lighting & Illuminations	0.137	2.339	2.476	(0.033)	(0.050)	-	(0.083)	2.393	0.493	2.886
Transport Policy & Strategy	0.475	0.070	0.545	-	-	-	-	0.545	0.087	0.632
Transport Projects	0.292	0.765	1.057	-	-	(0.496)	(0.496)	0.561	3.948	4.509
Winter Maintenance	0.047	0.272	0.318	-	-	-	-	0.318	0.122	0.440
Transport Total	6.662	31.541	38.202	(36.628)	(0.066)	(0.709)	(37.402)	0.800	13.369	14.169
City Environmental Management										
City Clean - Admin, Contracts & Projects	0.873	0.148	1.021	(0.151)	-	-	(0.151)	0.870	(0.644)	0.226
City Clean - Refuse & Recycling	5.103	16.192	21.295	(1.551)	(0.059)	-	(1.610)	19.685	3.462	23.147
City Clean - Street Cleansing	4.453	0.734	5.187	(0.013)	-	-	(0.013)	5.174	0.624	5.798
City Parks	3.838	0.553	4.391	(0.341)	(0.030)	(0.060)	(0.432)	3.959	1.395	5.354
Hollingdean Depot Management	-	0.218	0.218	-	-	-	-	0.218	(0.218)	0.000
Public Conveniences	-	0.690	0.690	(0.015)	-	-	(0.015)	0.675	0.169	0.844
Vehicle Fleet Management	0.043	(0.050)	(0.007)	(0.070)	-	-	(0.070)	(0.077)	0.153	0.075
City Environmental Management Total	14.310	18.484	32.794	(2.141)	(0.089)	(0.060)	(2.290)	30.504	4.940	35.444
City Development & Regeneration										
Building Control	0.731	0.058	0.789	(0.783)	-	-	(0.783)	0.006	0.158	0.164
Business Development & Customer Services	0.514	0.010	0.524	-	-	-	-	0.524	0.132	0.656
Development Planning	1.457	0.095	1.552	(1.687)	-	-	(1.687)	(0.135)	0.286	0.150
Economic Development	0.445	0.204	0.649	-	(0.142)	-	(0.142)	0.507	(0.034)	0.473
Economy, Environment & Culture Management	0.169	0.005	0.174	-	-	-	-	0.174	(0.203)	(0.029)
Head Of Planning	0.104	0.029	0.133	-	-	-	-	0.133	(0.133)	(0.000)
International Team	0.119	0.018	0.137	-	-	-	-	0.137	0.033	0.170
Major Projects & Regeneration	0.283	0.010	0.294	(0.045)	-	-	(0.045)	0.249	0.236	0.484
Planning Policy	0.547	0.149	0.696	(0.070)	-	-	(0.070)	0.627	0.111	0.738
Sustainability	0.163	0.009	0.172	-	(0.020)	-	(0.020)	0.152	0.040	0.192

Economy, Environment & Culture 2019/20 Revenue Budget Breakdown

Service Description	Employee Expenditure £m	Other Expenditure £m	Total Expenditure £m	Income From Fees, Charges & Rents £m	Other Income £m	Government Grants £m	Total Income £m	Total Budget Allocation £m	Capital Charges & Recharges £m	Net Expenditure / (Income) £m
City Development & Regeneration Total	4.532	0.586	5.119	(2.585)	(0.162)	-	(2.747)	2.372	0.626	2.998
Culture, Tourism & Sport										
Culture	0.091	1.732	1.822	-	-	-	-	1.822	0.973	2.795
Events	0.103	0.103	0.206	(0.271)	-	-	(0.271)	(0.065)	0.148	0.083
Royal Pavilion & Museums	4.707	2.494	7.201	(4.352)	(1.345)	-	(5.697)	1.504	2.214	3.717
Seafront Services	0.577	0.353	0.930	(2.245)	-	-	(2.245)	(1.315)	1.082	(0.233)
Sports Facilities	0.219	0.961	1.181	(0.435)	-	-	(0.435)	0.746	2.783	3.529
Tourism & Marketing	0.351	1.634	1.985	(0.221)	(0.153)	-	(0.374)	1.611	0.061	1.672
Venues	2.060	0.249	2.309	(2.954)	-	-	(2.954)	(0.645)	3.977	3.332
Volks Railway	0.256	0.054	0.310	(0.252)	-	-	(0.252)	0.058	0.117	0.174
Culture, Tourism & Sport Total	8.365	7.580	15.945	(10.730)	(1.498)	-	(12.229)	3.716	11.354	15.070
Property										
Architecture & Design	(1.562)	0.355	(1.207)	(0.010)	-	-	(0.010)	(1.217)	0.747	(0.470)
Corporate Asset Management	(0.017)	0.094	0.078	-	-	-	-	0.078	0.072	0.150
Education Property Management	-	0.723	0.723	(0.019)	(0.035)	-	(0.053)	0.670	0.190	0.859
Energy & Water Management	0.000	0.056	0.056	-	-	-	-	0.056	(0.053)	0.003
Estates Management	(0.050)	0.986	0.936	(9.075)	-	-	(9.075)	(8.138)	3.814	(4.324)
Facilities & Premises	0.413	7.955	8.367	(0.911)	-	-	(0.911)	7.456	(6.848)	0.609
Property Total	(1.215)	10.169	8.954	(10.014)	(0.035)	-	(10.049)	(1.095)	(2.078)	(3.173)
Economy, Environment & Culture Total	32.654	68.360	101.014	(62.098)	(1.850)	(0.769)	(64.717)	36.297	28.211	64.508

Economy, Environment & Culture Integrated Service & Financial Plan 2019/20

Service Area	Rationale for Strategy	Service & Financial Proposals	Delivery Risk & Impact on Outcomes	Savings 2019/20
				£m
Transport				
Traffic Management - Highways New Roads & Street Works	Consideration of previous years spend against these budget lines indicates that savings are feasible. Workstyles move to Hove Town Hall has presented the opportunity for savings on furniture and equipment.	Small saving on Mileage and Furniture & Equipment budgets is deliverable.	None	0.005
Transport Policy & Strategy (Planning & Building Control Recovered)	Service review of the Transport Development Planning team indicates the potential for increased income to be achieved via planning agreements and provision of pre application advice.	Increase in income received from Development advice and works (after meeting the corporate inflationary increase on income targets).	Income will be linked to number of requests and applications received which cannot be guaranteed, however, this is considered a negligible risk.	0.005
Transport Projects & Engineering - Highways Lighting and Illuminations	Seafront festoon lighting & amenity lighting of public realm supports the visitor economy. Business Case for Invest to Save approved by Policy, Resources & Growth Committee (PR&G) in December 2016 generates savings in electricity and maintenance costs through modernisation of equipment from 2018 onwards.	Invest to save proposals will generate savings from 2018 onwards as the investment in low energy/efficient lanterns and columns will deliver reduced electricity and maintenance costs.	Delivery Risk: Continued deterioration of equipment without future investment. Impact on Outcomes: Community safety & resilience (by providing better information in times of adverse weather conditions) is supported by effective street lighting.	0.152
Transport Projects & Engineering - Highways Network Management and Winter Maintenance	This is a contractual obligation and a statutory duty. If the authority can demonstrate that it has a maintenance regime, which includes routine inspections and repairs, then it has taken reasonable care. Under the Section 58 defence it is recognised that the authority is carrying out the right functions to look after the condition of the highway correctly. The inspection & maintenance regime mitigates against	Spending on reactive maintenance is being reduced by 12% over the four year plan period. To support Winter Maintenance there is a need to encourage community resilience.	Delivery Risk: There is a year on year cumulative impact of savings in this budget area, as less work can lead to higher financial impacts when works get to the point where they need to be done on emergency safety grounds. There is potential for this to happen with increased frequency in the future due to the budget reductions.	0.044

Economy, Environment & Culture Integrated Service & Financial Plan 2019/20

Service Area	Rationale for Strategy	Service & Financial Proposals	Delivery Risk & Impact on Outcomes	Savings 2019/20
				£m
	circa £5m potential insurance claims to the council.			
Transport Projects & Engineering - Highways Highways Engineering	Some increased capacity has been created within the establishment staffing via Service Redesign and subsequent reviews that should allow some work to be undertaken in house. Capital budgets can be used for some consultancy work packages where they relate to capital schemes which can supplement the revenue budget.	Reduction in Consultancy Budget.	Delivery Risk: Capacity issues could cause delay to scheme timetables but this can be mitigated through effective project and programme management.	0.020
Transport Projects & Engineering Public Transport	Bus Operators provide marketing and promotion for bus services across the city and the recent retender of supported services required successful operators to promote services.	Reduction in budget for marketing bus services (including supported services).	Delivery Risk: Could impact on passenger numbers if awareness of services decreases but this is considered low risk due to the alternative bus service marketing and promotional activities which already exist in the city.	0.050
Parking Services Civil Parking Enforcement (On-Street Parking), Off-Street & Leased Car Parking, Parking Infrastructure and Maintenance.	Staff resources create, consult on and amend resident parking zones, maintain on-street & off-street parking payment systems and undertake extensive enforcement, monitoring and audit processes.	Increased income from Parking Suspensions (£140k) and Off Street Car Parks (£55k).	Delivery Risk: Subject to Committee approval of Fees & Charges. Also investment is required in 2019-20 to car parks to protect this income in the longer term.	0.195
		Projected Income from new Hove Park Scheme (£150k) and Bus Lane Penalty Charge Notice (PCN) Income (£170k)	Delivery Risk: Hove Park Parking Scheme subject to consultation and Committee approval and PCN income subject to compliance levels	0.320
Concessionary Bus Fares Scheme	Statutory reimbursement based on national formula and maintaining discretionary elements of the scheme (9am - 9.30am and 11pm to 3.59am	Maintain option of a fixed deal where this provides Value for Money to minimise impact of growth in trips and increasing cost. Lower inflation and lower growth in trips resulted in a saving in 2018/19. Further contract savings	Delivery Risk: Fixed deal contract rates are linked to RPIX which was announced in December 2018 therefore is no risk.	0.300

Economy, Environment & Culture Integrated Service & Financial Plan 2019/20

Service Area	Rationale for Strategy	Service & Financial Proposals	Delivery Risk & Impact on Outcomes	Savings 2019/20
				£m
	weekdays).	through the fixed deal are achievable in 2019/20.	Reimbursement for non fixed deal operators is subject to price and journey number changes but accounts for 5% of the budget.	
Service wide agency staff spend	Reprocurement of the corporate agency staff contract has identified a saving as a result of lower on cost rates. This saving is reflected in all service areas where agency staff are used through the contract		This is a procurement saving and therefore the key risk relates to the level of agency staff used in the service area.	0.023
Transport				1.114
City Environmental Management				
City Clean Furniture	Reducing the need for new furniture as both services go through the modernisation programme.	Savings represent a reduction in street and parks furniture budget of £30k for Cityclean and £10k for Cityparks.	Delivery Risk: Low	0.040
City Clean Fleet Management	Review fleet to ensure it meets the needs of the service. Income will be generated through auction of vehicles no longer required.	Savings represent net income (i.e. after any additional costs) from sale of goods. Reduction in cost of subscriptions to Association for Public Service Excellence (APSE).	Delivery risk is medium as income from auction sales is unpredictable. Some income will need to be reinvested into new fleet.	0.022
Service wide agency staff spend	Reprocurement of the corporate agency staff contract has identified a saving as a result of lower on cost rates. This saving is reflected in all service areas where agency staff are used through the contract		This is a procurement saving and therefore the key risk relates to the level of agency staff used in the service area.	0.034
City Environmental Management				0.096
City Development & Regeneration				
City Development & Regeneration	Review of existing posts against current demand and service delivery requirements and consideration of funding posts against capital budgets.	Review some existing vacant or temporary posts as part of service redesign and taking into account current reduction in demand alongside potential charging of staffing costs to capital project budgets.	Delivery Risk: Economic Development and International & Sustainability Teams already operate with constrained resources and any review of activities could identify new demands.	0.030

Economy, Environment & Culture Integrated Service & Financial Plan 2019/20

Service Area	Rationale for Strategy	Service & Financial Proposals	Delivery Risk & Impact on Outcomes	Savings 2019/20
				£m
			Removal of any Project Finance posts could mean that financial advice may need to be sought elsewhere, with potential resourcing implications. See EIA S4.	
Major Projects and Regeneration	Current team of four project managers delivering the City Regeneration programme of 10 to 15 major regeneration projects. Benchmarking with Bristol, a comparable city with similar regeneration goals and focus on sustainable regeneration has shown that Bristol direct spend on major projects is considerably higher.	As well as investing in the future of Brighton & Hove and delivering economic growth for the City, new income is generated through completion of regeneration schemes through new business rates and council tax revenue (N.B relates to projects that are additional to assumptions in the MTFS). 2019/20 will see the Brinell Building (65,000sq.ft of Grade A office, May 2019), Circus Street (30,000sq.ft grade A office, March 2020) and the Preston Barracks CRL (c.45,000 sq.ft., late 2019) all completing.	Delivery Risk: none expected as this income is accounted within the Council Tax and/or Business Rate base for 2019/20.	0.045
Head of City Planning	The Planning team has seen high demand for pre-application advice. This is expected to continue with a number of major sites still expected to come forward.	Continue to take a commercial approach to income generation through pre-application advice. Build on existing work to deliver efficiency savings and income through cost recovery; including maximising charging income for pre-application advice, introduce new charges, recover viability assessment payments more effectively and streamlining the process for agreeing planning performance agreements. There are also further efficiencies still to be delivered through improvements to the new ICT.	Delivery Risk: Will require additional resourcing to meet the Planning Performance Agreement (PPA) requirements and deliver the pre-app advice. Therefore need to capture all costs in the advice. However, income through Pre-Apps and PPAs has been buoyant in the first half of 2018/19, so this sum is expected to be deliverable, even with additional resourcing necessary to meet the requirements of applicants.	0.075
Planning Policy and Major Projects	Statutory service. Comparison with private sector rates indicates that use of the council's in house specialists (such as Heritage Team) represents a saving. Development of City Plan Part 2 will	Develop opportunities to charge for staff expertise including Heritage and planning projects (probably to city region partners) and develop income raised by advice given as part of pre-app advice process and PPAs, heritage and policy advice.	Delivery Risk: This will require close scrutiny to ensure that all Planning Policy and Major Projects work that is chargeable to a PPA or Pre-App is being recovered.	0.033

Economy, Environment & Culture Integrated Service & Financial Plan 2019/20

Service Area	Rationale for Strategy	Service & Financial Proposals	Delivery Risk & Impact on Outcomes	Savings 2019/20
				£m
	include a gradual reduction in the use of consultants as the City Plan part 2 progressively reaches adoption.			
Service wide administrative support	Savings of £0.029m have been identified which relate to the overall administrative support for senior managers across the service. This is in addition to previous savings in both management and administrative costs.	A review of administrative support will identify the savings to be achieved. All directorates across the Council will be seeking savings in this area.	See EIA S4.	0.029
Service wide agency staff spend	Reprocurement of the corporate agency staff contract has identified a saving as a result of lower on cost rates. This saving is reflected in all service areas where agency staff are used through the contract		This is a procurement saving and therefore the key risk relates to the level of agency staff used in the service area.	0.005
City Development & Regeneration				0.217
Culture, Tourism & Sport				
Sports Facilities Contracts, non-contract facilities and golf courses contract	10-year contract let in 2011 which generated a saving of £1.5m per annum and enabled funding for re-investment to keep existing facilities open. Some savings are possible from energy costs and client responsibilities in the Sports Facilities Contract. However, the existing sports facilities contract ends in March 2021 and the facilities within the contract (potentially including a new King Alfred) together with market conditions at that time will determine the financial impact upon the council. Similar for the golf courses contract which is due for re-tender in 2019/20.	Savings are proposed from client responsibilities for the King Alfred Leisure Centre which has received significant investment in recent years (e.g. refurbished pool changing rooms) to enable continued operation.	<p>Delivery Risk: Low risk provided there is not a significant failure within the existing facilities which is an on-going risk of ageing facilities.</p> <p>Impact on Outcomes: There should be a minimal impact on the service provided in the existing sports facilities, but significant capital investment (including a new King Alfred) is needed to increase the quality of provision to modern standards.</p>	0.056

Economy, Environment & Culture Integrated Service & Financial Plan 2019/20

Service Area	Rationale for Strategy	Service & Financial Proposals	Delivery Risk & Impact on Outcomes	Savings 2019/20
				£m
Seafront Properties, Volks Railway and Seafront Services	Essential service to ensure the effective management of the seafront, which is a prime asset of the city and key contributor to the city's tourism economy. Maximise income and continue with existing service due to the health and safety risks of the seafront operation.	Development of Seafront Investment Plan. Opportunities created by new developments such as the new seafront arches and high occupancy rates of existing premises have increased income from the seafront property portfolio.	Delivery Risk: Poor condition of seafront infrastructure (eg. closure of Madeira Terraces and Shelter Hall) can negatively impact upon income from properties. Tourism market conditions can influence the number of visitors to the seafront. Overall, low risk providing there is an on-going programme of investment in the seafront.	0.010
Royal Pavilion & Museums (RPM) Business Rates reduction - Royal Pavilion		The Royal Pavilion has had a Business Rates revaluation exercise undertaken in 2018/19. This has delivered a reduction in the rateable value with a full year savings being delivered from 2018/19.		0.170
The Keep Management Board Contribution	The Keep holds the East Sussex Record Office collections which cover East Sussex and Brighton & Hove, along with the RPM's 2d local history collection and the University of Sussex Special Collections. In relation to its statutory archive responsibilities (East Sussex Record Office) it is accredited by the National Archives Association.	ESCC has recently published its state of the County report which includes its medium term financial plan for saving that will need to be made. In relation to the Keep this will mean both reviewing how the service operates and generating further income and therefore providing the opportunity for BHCC's contribution to be reduced.		0.035
Brighton Centre - Running Expenses	Reduction of existing Premises and Supplies & Services budgets.	Reduction in routine maintenance and improved cost efficiencies across the service.	Delivery Risk: Low	0.024
Brighton Centre - Catering Income	Increased income generation.	This is a saving achieved from increased income for catering at the Brighton Centre through the negotiation of increased commission from an extension of the catering contract.		0.016
Service wide agency staff	Reprocurement of the corporate agency staff contract has identified a saving as a		This is a procurement saving and therefore the key risk relates to the	0.001

Economy, Environment & Culture Integrated Service & Financial Plan 2019/20				
Service Area	Rationale for Strategy	Service & Financial Proposals	Delivery Risk & Impact on Outcomes	Savings 2019/20
				£m
spend	result of lower on cost rates. This saving is reflected in all service areas where agency staff are used through the contract.		level of agency staff used in the service area.	
Culture, Tourism & Sport				0.312
Property				
<i>Note that Property Orbis budgets are included within the Orbis Shared Service budget line of Finance & Resources</i>				
Facilities & Building Services - Reactive Maintenance		Reduction in reactive maintenance pot.	Delivery Risk: The risks being the reactive maintenance pot is small and dependent on unknowns such as weather, security and health & safety risks.	0.020
Building Surveying Services	Value for Money (VfM) benchmarking is proposed - reputational and political risks associated with not correctly prioritising available funding. Continue Corporate Landlord commercial trading approach and service redesign. Retain in-house and extend traded service through external third party commissions to increase external fee income.	Reduction in building maintenance spend by prioritising work in accordance with the Building Maintenance Strategy and Asset Management Plan. Fee income dependant on commissions and capacity in team which is currently reduced. Fee income targets will have to be reconciled through Orbis budgets.	Delivery Risk: This budget enables borrowing to cover maintenance commitments. Even a small reduction runs the risk that the maintenance backlog could build up to an unsustainable level impacting on the appearance and reputation of the City. Impact on Outcomes: Impact could be a reduction in maintenance spend & deterioration or closure of premises unless aligned to a comprehensive and agreed disposal plan.	0.010
Planned Maintenance		Reduction in Planned maintenance.	Delivery Risk: The planned maintenance pot is small by comparison to the whole of the operational portfolio with high demands. Unless mitigated by more effective and efficient maintenance, this could add to the	0.035

Economy, Environment & Culture Integrated Service & Financial Plan 2019/20

Service Area	Rationale for Strategy	Service & Financial Proposals	Delivery Risk & Impact on Outcomes	Savings 2019/20
				£m
			maintenance backlog build up and could affect the appearance of the City and its reputation impacting on tourism and destination activities.	
Architecture & Design Services	VfM Benchmarking. The team is 100% self financing through fees earned. The fee charges are benchmarked against the private sector to ensure VfM. The fees earned not only pay for the salaries of the team but contribute to the budget of Property & Design as a whole, including overhead recovery. This function supports delivery of new school places and new housing in the city which is a strategic fit with Corporate Plan priorities.	Continue Corporate Landlord commercial trading approach and service redesign. Retain in-house and extend traded services through Orbis and other external commissions (ie Health partners) to increase external fee income. Fee income is dependant on commissions which are high, however current capacity and recruitment difficulties (due to market conditions) mean that fee earning may be impacted.	Delivery Risk: Failure to secure additional commissions resulting in reduced fee income. Understanding our exact support service overhead costs to trade effectively. Impact on Outcomes: No impact on outcomes is expected.	0.010
Education Property Management	Value for money assessed through the provision of sufficient school places in the city and management of the schools investment programme. The provision of school places within the city is a priority for the council. The team perform statutory duties required for education asset management, school places, DfE returns etc. Proposal is to retain the service in-house and explore future service options through the Orbis shared service partnership.	The DfE have awarded BHCC £5.0m from 2018/19 while future years allocations will depend on the outcome of the Comprehensive Spending Review. Aim is to increase the 'Services to Schools' traded offer to include maintenance programme management.	Delivery Risk: If the DfE Capital allocation is reduced this could impact on the capitalisation costs available however the programme would be concurrently reduced requiring less potential management Impact on Outcomes: No impact on outcomes is expected.	0.014
Asset Management	VfM Benchmarking. This function has a political dimension through our corporate property strategy & asset management plan (AMP) with potential	Retain in-house with service redesign to avoid duplication and to achieve a greater degree of self-service. Potential for greater integration with Orbis partners for some functions.	Delivery Risk: Disposals programme is reliant on political and service department support to achieve savings targets. Need assessment	0.006

Economy, Environment & Culture Integrated Service & Financial Plan 2019/20

Service Area	Rationale for Strategy	Service & Financial Proposals	Delivery Risk & Impact on Outcomes	Savings 2019/20
				£m
	impact across all directorates.	Reduced maintenance costs to Environment property arising from prioritisation of funding and reduction in maintenance obligations.	to consider impact upon the capacity of the team to deliver on priorities. Impact on Outcomes: Reduction in maintenance spend & deterioration or closure of premises unless aligned to a comprehensive and agreed disposal plan.	
Energy & Water Management Utilities - Corporate Landlord		Reduction in overall utilities budget for operational estate.	Delivery Risk: This carries risks in terms of unknown weather requirements and consumption. This budget is also subject to external market conditions out of our control.	0.015
Property				0.110
Economy, Environment & Culture				1.849

Economy, Environment & Culture Capital Investment Programme 2019/20 to 2023/24

	Profiled Payments 2019/20 £m	Profiled Payments 2020/21 £m	Profiled Payments 2021/22 £m	Profiled Payments 2022/23 £m	Profiled Payments 2023/24 £m
Approved Schemes					
<i>City Environment Management</i>					
Fleet Replacement	1.000	0.500	1.800	-	-
Public Conveniences	0.550	-	-	-	-
<i>Transport</i>					
Valley Gardens Phase 1 & 2	4.489	-	-	-	-
Scape Water Level Protection Scheme	0.663	-	-	-	-
Shelter Hall	3.500	-	-	-	-
Street Lighting	3.250	-	-	-	-
<i>City Development & Regeneration</i>					
Brighton Waterfront Project	0.350	0.350	0.350	-	-
Madeira Terraces Crowdfunding project	0.340	-	-	-	-
<i>Culture</i>					
Royal Pavilion Estates Phase 1	8.011	-	-	-	-
Saltdean Lido	0.700	-	-	-	-
<i>Property Services</i>					
Phoenix House	0.319	-	-	-	-
Workstyles Phase 4	0.500	1.000	-	-	-
Property corporate buildings maintenance	0.595	-	-	-	-
New Schemes to be Approved					
<i>City Environment Management</i>					
Stanmer Park restoration	6.756	-	-	-	-
Stanmer Depot	0.800	-	-	-	-
<i>Transport</i>					
Valley Gardens phase 3	0.500	2.500	3.000	-	-
Local Transport Plan *	2.312	5.169	5.000	5.000	5.000
Coast protection works	-	2.000	3.000	3.000	6.000
<i>City Development & Regeneration</i>					
Brighton Waterfront	1.854	4.480	7.200	25.000	40.000
King Alfred development	-	16.200	7.000	-	-
Seafront Infrastructure - Madeira Terrace	0.250	1.750	-	-	-

Economy, Environment & Culture Capital Investment Programme 2019/20 to 2023/24					
	Profiled Payments 2019/20 £m	Profiled Payments 2020/21 £m	Profiled Payments 2021/22 £m	Profiled Payments 2022/23 £m	Profiled Payments 2023/24 £m
<i>Culture</i>					
Royal Pavilion Estate Phases 2 - 3	-	-	7.000	4.000	-
Saltdean Lido	1.600	-	-	-	-
<i>Property Services</i>					
New England House	0.500	11.750	12.250	-	-
Stanmer Park - Traditional Agricultural Buildings	4.785	-	-	-	-
Solar panels corporate buildings	0.565	0.500	-	-	-
Planned Maintenance of operational buildings	0.500	0.500	0.500	0.500	0.500
Planned Maintenance - Social Services Buildings	0.500	0.500	0.500	0.500	0.500
Asset Management Fund	1.000	1.000	1.000	1.000	1.000
Economy, Environment & Culture	46.189	48.199	48.600	39.000	53.000

* Estimated Funding to be Confirmed from 2021/22

Neighbourhood, Communities & Housing Directorate

Services and Responsibilities

The NCH Directorate covers the following areas:

- Housing (council housing, Housing Strategy, Private Sector Housing, Temporary Accommodation and Homelessness, Travellers)
- Libraries
- Safer Communities (Environmental Health, Licensing, Trading Standards Emergency Planning, Prevent ASB and Casework team and Domestic Violence services, Field Officers)
- Communities, Equalities & Third Sector

The directorate focuses on the issues affecting neighbourhoods, communities and housing aiming to be a landlord of choice, develop closer and better relationship with communities, drive improvement in customer satisfaction and develop the council's working with public service partners. This includes delivering a step change in partnership working with the third sector and enhancements in volunteering opportunities. The directorate has responsibility for:

- Delivering landlord services to council housing residents and maintaining the council's housing stock;
- Improving conditions in the private rented sector and delivering adaptations to help people live independently in their homes;
- Providing advice and support to prevent homelessness, and temporary accommodation for statutory homeless households;
- Delivering statutory library services across the city and Developing libraries as neighbourhood hubs;
- Closer engagement with local communities in the co-production of neighbourhood focused enforcement services;
- Leading the council's 'Prevent' agenda;
- Delivering volunteering opportunities where possible across common platforms with other public service providers;
- Improving customer satisfaction, complaints resolution and neighbourhood well-being across council services;
- Deepening the understanding across all services of city demographics and the practical measures to address communities of interest and neighbourhoods in need.

Users of NCH Services

A selection of service user statistics and other service statistics are provided below for contextual information:

- Landlord to approximately 11,500 council tenants and 2,900 leaseholders
- Council tenant overall satisfaction rating of 81% and customer service satisfaction rating of 85% (independent STAR survey 2016); 57,000 telephone calls a year
- Annual tenant rents and service charges of around £59m per year; capital programme of around £25m a year improving homes; let approx. 550 homes and agree 150 mutual exchanges a year, more than £13m investment in new homes in 2017; average of 85 repairs every calendar day
- Housing Options teams see approximately 4,000 homeless cases per year, of which around 1,000 result in a statutory homeless application 494 were accepted as statutory homeless in 2017/18. 15,000 phone calls and 9,000 contacts in the customer service centre; 1,000 referrals for supported accommodation that require assessment and recording on waiting list. Following the introduction of the Homelessness Reduction Act in April 2018, the service has been changing to focus on early

intervention and prevention of homelessness. For the first half of 2018/19 we have reduced homeless acceptances to 127 and predicting this to be around 250 by year end. This has been achieved by preventing more homelessness and therefore the service is on target to prevent in excess of 800 households from being homeless this year. This reduced the pressure significantly on temporary accommodation.

- Temporary accommodation– 1,950 households in temporary accommodation of which 1,500 are managed in house. Turnover of around 500 lets pa – almost equivalent to the whole council housing stock.
- Homemove - the Housing Register has reduced from over 26,000 down to 12,500 and the service still has a significant number to re-assess against the new policy, which will hopefully reduce this further. Housing continues to receive a high number of applications and reviews against people removed from the register.
- Currently license 3,352 Houses in Multiple Occupation (HMOs) across the city;
- Adaptations team receive 50+ new referrals per month, in 2017/18 investing a total of £2.3m (HRA £1.144m, GF £1.175m) in delivering 329 major housing adaptations and 17 discretionary grants under the new DFG Housing policy offering a wider range of housing assistance aimed at reducing accidents, relieving fuel poverty and reducing delayed transfers of care.
- Community Safety Casework Team, Anti-Social Behaviour and hate incidents – 712 initial reports and enquiries dealt with in 2017/18. The Casework Team dealt with 381 witness and victim engagements, and 180 perpetrator engagements;
- Domestic violence and abuse: 1,462 referrals for domestic violence and abuse, 200 referrals for sexual violence;
- Three year investment programme in the community and voluntary sector supporting circa 140 groups annually and 40 with three year strategic grant.
- Over 1.3 million visits to libraries last year (2017/18), and over 1 million library items were lent out to borrowers.
- 1.4 million website user sessions on Libraries pages on the website, and there were over 200,000 online transactions in libraries in 2017-18
- Libraries services achieved 93% satisfaction score from last year's customer survey.
- 1,250 licensed premises in the city.
- Trading standards aim to save over £30,000 per annum for vulnerable consumers and small businesses in the City
- 1,623 pest control treatments and 1,388 revisits to these jobs;
- 2,411 noise complaints including both domestic and commercial requiring investigation;
- 122 work place accidents investigated;
- 192 investigations in relation to poor working conditions;
- 1,507 food safety programmed inspections and inspections of new businesses.

Neighbourhoods, Communities & Housing Budget Summary							
2018/19 Net Expenditure / (Income) £m	Service Area	2019/20 Budget					2019/20 Budgeted Contracted Staff FTE
		Expenditure	Income	Budget Allocation	Capital Charges & Recharges	Net Expenditure / (Income)	
		£m	£m	£m	£m	£m	
5.509	Housing General Fund	22.294	(16.995)	5.299	0.680	5.979	112.4
6.290	Libraries	5.010	(0.526)	4.484	1.622	6.106	59.9
3.614	Safer Communities	4.708	(2.241)	2.467	1.030	3.497	76.5
2.974	Communities, Equalities & 3rd Sector	3.221	(0.369)	2.852	0.131	2.983	9.9
18.387	Neighbourhoods, Communities & Housing Total (Excluding HRA)	35.233	(20.131)	15.102	3.463	18.565	258.7
-	Housing Revenue Account (HRA)	56.503	(59.190)	(2.687)	2.687	-	254.4
18.387	Neighbourhoods, Communities & Housing Total (Including HRA)	91.735	(79.320)	12.415	6.150	18.565	513.1

Neighbourhoods, Communities & Housing 2019/20 Revenue Budget Breakdown										
Service Description	Employee Expenditure £m	Other Expenditure £m	Total Expenditure £m	Income From Fees, Charges & Rents £m	Other Income £m	Government Grants £m	Total Income £m	Total Budget Allocation £m	Capital Charges & Recharges £m	Net Expenditure / (Income) £m
Housing General Fund										
Housing Management & Support	0.110	0.006	0.116	-	(0.068)	-	(0.068)	0.048	(0.085)	(0.037)
Housing Options & Homelessness	1.438	0.017	1.455	(0.028)	-	-	(0.028)	1.427	0.149	1.576
Housing Strategy & Enabling	0.277	0.008	0.285	-	(0.046)	-	(0.046)	0.239	0.030	0.269
Private Sector Housing	1.060	0.033	1.094	(0.455)	(0.145)	-	(0.600)	0.493	0.164	0.658
Temporary Accommodation	1.318	17.481	18.799	(12.040)	(0.032)	(4.118)	(16.190)	2.610	0.352	2.961
Travellers Services	0.193	0.352	0.545	(0.064)	-	-	(0.064)	0.481	0.070	0.551
Housing General Fund Total	4.397	17.896	22.294	(12.587)	(0.290)	(4.118)	(16.995)	5.299	0.680	5.979
Libraries										
Libraries & Information Services	2.051	2.959	5.010	(0.499)	(0.027)	-	(0.526)	4.484	1.622	6.106
Libraries Total	2.051	2.959	5.010	(0.499)	(0.027)	-	(0.526)	4.484	1.622	6.106
Safer Communities										
Animal Welfare	0.067	0.055	0.122	(0.013)	-	-	(0.013)	0.109	0.099	0.208
Civil Contingencies	0.096	0.012	0.108	-	-	-	-	0.108	0.026	0.134
Community Safety	0.454	1.790	2.244	-	(1.142)	-	(1.142)	1.102	0.126	1.228
Environmental Health	1.372	(0.256)	1.116	(0.019)	(0.064)	-	(0.083)	1.033	0.352	1.385

Neighbourhoods, Communities & Housing 2019/20 Revenue Budget Breakdown

Service Description	Employee Expenditure £m	Other Expenditure £m	Total Expenditure £m	Income From Fees, Charges & Rents £m	Other Income £m	Government Grants £m	Total Income £m	Total Budget Allocation £m	Capital Charges & Recharges £m	Net Expenditure / (Income) £m
Licensing	0.500	0.051	0.551	(0.879)	-	-	(0.879)	(0.328)	0.317	(0.011)
Pest Control	0.100	0.003	0.103	(0.113)	-	-	(0.113)	(0.010)	0.010	0.000
Trading Standards	0.425	0.037	0.462	(0.010)	-	-	(0.010)	0.453	0.099	0.552
Safer Communities Total	3.015	1.693	4.708	(1.034)	(1.207)	-	(2.241)	2.467	1.030	3.497
Communities, Equalities & Third Sector										
Communities	0.436	2.692	3.128	-	(0.346)	-	(0.346)	2.782	0.118	2.900
Community Safety	0.093	-	0.093	-	(0.023)	-	(0.023)	0.070	0.013	0.083
Communities, Equalities & Third Sector Total	0.529	2.692	3.221	-	(0.369)	-	(0.369)	2.852	0.131	2.983
Neighbourhoods, Communities & Housing Total	9.993	25.240	35.233	(14.120)	(1.893)	(4.118)	(20.131)	15.102	3.463	18.565

Housing Revenue Account (HRA) 2019/20 Revenue Budget Breakdown

Service Description	Employee Expenditure £m	Other Expenditure £m	Total Expenditure £m	Income From Fees, Charges & Rents £m	Other Income £m	Government Grants £m	Total Income £m	Total Budget Allocation £m	Capital Charges & Recharges £m	Net Expenditure / (Income) £m
Estate Regeneration	0.255	0.036	0.291	-	-	-	-	0.291	-	0.291
Housing Management & Support	1.585	31.952	33.537	-	(0.033)	-	(0.033)	33.504	2.687	36.191
Housing Strategy (HRA)	0.467	0.310	0.778	-	-	-	-	0.778	-	0.778
Income Involvement & Improvement	1.954	1.224	3.178	(49.958)	(0.032)	-	(49.990)	(46.812)	-	(46.812)
Property & Investment	1.372	10.401	11.773	(3.979)	-	-	(3.979)	7.794	-	7.794
Tenancy Services	4.097	2.849	6.946	(5.188)	-	-	(5.188)	1.759	-	1.759
Housing Revenue Account (HRA) Total	9.731	46.772	56.503	(59.125)	(0.065)	-	(59.190)	(2.687)	2.687	-

Neighbourhoods, Communities & Housing Integrated Service & Financial Plan 2019/20

Service Area	Rationale for Strategy	Service & Financial Proposals	Delivery Risk & Impact on Outcomes	Savings 2019/20
				£m
Housing General Fund				
Housing Services Homelessness - Housing Options and Homemove - supporting vulnerable households	Housing Options advice is a statutory duty meeting priorities of reducing homelessness. Assessed as medium cost compared to comparator benchmarks. Although staff costs are relatively high, this correlates to a very high number of assessments completed relative to the number of households in the city (3 times the comparator group) so the unit costs per assessment are below median. Any further reduction of the Housing Options service may adversely impact on the council's ability to effectively prevent homelessness. This service includes the Homemove Team who administer the Housing Register.	The saving is made possible through funding from Flexible Homelessness Support Grant (approx. equivalent in value to a Housing Options post).	Delivery Risk: None. The saving is possible through the Flexible Homelessness Support Grant. This will however need reviewing in 2020/21 and is subject to announcements of ongoing grant funding and associated impacts of the Comprehensive Spending Review in Autumn 2019.	0.036
Housing Services Homelessness - Housing Options and Homemove - supporting vulnerable households	As above	For 2019/20, the saving relates to a reduction of 0.4 FTE in the homemove service once the new allocations policy has bedded in.	Delivery Risk: Due to the on-going high cost housing market and low supply of affordable housing in the city, more people are continuing to apply for the Housing Register and submit review requests when they are not eligible - which means that reducing staffing may not be feasible. This will be kept under review following the introduction of new IT system in 2019. Any shortfall in this saving in 2019/20 can be met be mitigated by the Flexible Homelessness Support Grant.	0.011
Temporary Accommodation	External benchmarking shows that the costs are low. Statutory duty except for those households where accommodation is provided for Adult Social Care (ASC) teams and children's social care services. The	2019/20 savings from supplies and services £0.006m.	2019/20: No impact on outcomes anticipated.	0.006

Neighbourhoods, Communities & Housing Integrated Service & Financial Plan 2019/20

Service Area	Rationale for Strategy	Service & Financial Proposals	Delivery Risk & Impact on Outcomes	Savings 2019/20
				£m
	budget provides both emergency and short term temporary accommodation through private sector leases, a framework of qualified providers and nightly spot purchases. Procurement approach being sought to access accommodation outside the city and the South East in areas where costs are lower.			
Travellers	No benchmarking information available. New site and reinstatement of transit site should reduce the number of unauthorised encampments (UAEs) and associated costs, provide opportunities to increase income from the site and reduce maintenance costs on refurbish site.	2019/20 savings of £0.020m are feasible from income generation in relation to the charges at the new transit site and deletion of a 0.5 FTE vacant post.	Delivery Risk: UAEs and movement of travellers are unpredictable and while a range of measures can be put in place to deter them there is no guarantee that they will reduce. Impact on Outcomes: If UAEs fail to reduce as predicted we could see a delay in evictions as we will not have sufficient staff to process court applications. However we would not consider the risk of this to be high.	0.040
Service wide administrative support	Savings of £0.038m have been identified which relate to the overall administrative support for senior managers across the service. This is in addition to previous savings in both management and administrative costs.	A review of administrative support will identify the savings to be achieved. All directorates across the Council will be seeking savings in this area.		0.038
Service wide agency staff spend	Reprocurement of the corporate agency staff contract has identified a saving as a result of lower on cost rates. This saving is reflected in all service areas where agency staff are used through the contract		This is a procurement saving and therefore the key risk relates to the level of agency staff used in the service area.	0.012
Housing General Fund				0.143

Neighbourhoods, Communities & Housing Integrated Service & Financial Plan 2019/20

Service Area	Rationale for Strategy	Service & Financial Proposals	Delivery Risk & Impact on Outcomes	Savings 2019/20
				£m
Libraries				
Library PFI	Delivering a significant element of the statutory service, the Private Finance Initiative (PFI) contract has demonstrated value for money locally due to PFI credits and is contracted to 2029. The PFI contract is partly covered by a government grant (PFI credit) of £1.5m per annum that is part of the council's settlement funding. The actual net expenditure on the PFI is £1.078m. The libraries modernisation programme has set out a road map for changes over 15 years. Book fund reductions will also be made, reflecting building changes, usage changes and the move to more digital services.	2019/20 proposals: Phase 2 of the independent review of the existing PFI arrangements has identified potential savings through renegotiation of the contract where agreement can be reached.	Delivery Risk: Agreement to variations within the contract that result in cost savings to the council cannot be reached.	0.110
Staffing and operational costs	Staffing is essential for the delivery of Library Services but there are opportunities to reduce the cost of services through modernisation and rationalisation, increasing self-service and the 'Libraries Extra' initiative.	The previous three years savings totalling £364k were a result of the Modernisation programme – including a redesign of service delivery to focus on increased self-service, enabling reduced staff and management costs with an opportunity for increased use of volunteers. 2019/20 proposals: following a review of the major changes since 2016, the proposal is to implement further changes to the operation and staffing of libraries to deliver a further £242k savings.	Delivery Risk: Further staffing changes will be dependent on further staff consultation and community engagement activity. Impact on Outcomes: Further efficiencies in the operation of the network of libraries in 2019/20 will have limited impact, as services move more to digital and self service. See EIA 19 and EIA S5.	0.242
Libraries				0.352
Communities, Equalities & Third Sector				
Communities and Third Sector Development staffing and operational budget	(1) Creation of a cross tenure community engagement team bringing neighbourhood staff in CETS and resident involvement officers into one team. (2) Review operational budget	(1) Savings proposed as a result of creation of a cross tenure community engagement team £50k. (2) Reduce budget allocated for initiatives £60k.	Delivery Risk: Staff consultation required. Capacity may impact quality of service.	0.110

Neighbourhoods, Communities & Housing Integrated Service & Financial Plan 2019/20

Service Area	Rationale for Strategy	Service & Financial Proposals	Delivery Risk & Impact on Outcomes	Savings 2019/20
				£m
Healthwatch and NHS Independent Complaints Advisory Service (ICAS) contract	To meet the legislative duty for each Local Authority area to have an independent health and social care watchdog. A review of the contract will be undertaken.	2019/20: reduction in budget to match contract value (services were recommissioned for 2017/18 to 2019/20; with a 10% reduction in contract value from 2017/18).		0.010
Service wide agency staff spend	Reprocurement of the corporate agency staff contract has identified a saving as a result of lower on cost rates. This saving is reflected in all service areas where agency staff are used through the contract		This is a procurement saving and therefore the key risk relates to the level of agency staff used in the service area.	0.001
Communities, Equalities & Third Sector				0.121
Regulatory Services				
Environmental Health & Licensing	The service will continue to operate at statutory levels in accordance with relevant regulations.	2019/20 - The proposal is the equivalent of removing 1 full time post (£0.050m) and ceasing payment for ISO 9000 accreditation (£0.002m).	Delivery Risk: Staff consultation required. May be some impact on service capacity. See EIA S6.	0.052
Environmental Protection	The service will continue to operate at statutory level in accordance with relevant regulations.	The proposal is the equivalent of removing 1.3 FTE posts in 2019/20. Note however, these savings will not necessarily be from Environmental Protection as posts across Regulatory Services have generic job descriptions and this facilitates cross team working to manage demands for the service while also providing additional service resilience (e.g. cover for leave, sickness, etc.). The proposed restructure of NCH directorate therefore provides opportunities for Regulatory Services to generate this saving by reviewing current service needs and more effectively matching resources to identified demands.	Delivery Risk: Delivery of the Neighbourhoods Enforcement and Inspection Programme will identify where duplication is occurring and where work can be delivered more effectively by the new Field Officer role.	0.060
Pest Control	Plans for Pest Control to be self-financing in 3 years are ongoing.	The proposal is to generate £0.010m savings in 2019/20 to be met from a	Delivery Risk and Impact: Will improve environmental sustainability and health and	0.010

Neighbourhoods, Communities & Housing Integrated Service & Financial Plan 2019/20

Service Area	Rationale for Strategy	Service & Financial Proposals	Delivery Risk & Impact on Outcomes	Savings 2019/20
				£m
		reduction in running costs and increased income.	wellbeing. Increasing income will be challenging but feasible. See EIA 21.	
Trading Standards	Operating at statutory level. A regulatory service supporting the local economy, protecting consumers and businesses through a programme of inspections, investigations and advice to ensure a fair and safe trading environment in the city.	A reduction of 0.4 FTE staffing post in 2019/20 due to a change in role and also savings from a review of supplies and services.	Delivery Risk: Low	0.023
Regulatory Services				0.145
Community Safety				
Casework Team	The Community Safety Casework Team deal with Anti-Social Behaviour (ASB) and hate incidents.	The proposal is the equivalent of removing 1 FTE post in 2019/20.	A reduction in staffing may result in lack of capacity to respond appropriately to incidents of ASB/Hate crime. See EIA 21.	0.031
Service wide agency staff spend	Reprocurement of the corporate agency staff contract has identified a saving as a result of lower on cost rates. This saving is reflected in all service areas where agency staff are used through the contract		This is a procurement saving and therefore the key risk relates to the level of agency staff used in the service area.	0.001
Community Safety				0.032
Neighbourhoods, Communities & Housing				0.793

Neighbourhoods, Communities & Housing (GF) Capital Investment Programme 2019/20 to 2023/24

	Profiled Payments 2019/20 £m	Profiled Payments 2020/21 £m	Profiled Payments 2021/22 £m	Profiled Payments 2022/23 £m	Profiled Payments 2023/24 £m
Approved Schemes					
Brighton & Hove Seaside Community Homes maintenance & refurbishment	0.685	0.712	0.741	0.770	0.801
Housing Delivery - Joint Venture	10.847	23.212	12.503	14.909	4.406
Libraries Self Service Renewal	0.250	-	-	-	-
Digital First	1.058	0.600	-	-	-
New Schemes to be Approved					
Disabled Facilities Grant (Better Care Funding) *	1.000	1.000	1.000	1.000	1.000
Neighbourhood, Communities & Housing - GF	13.840	25.524	14.244	16.679	6.207

* Estimated Funding to be Confirmed

Neighbourhoods, Communities & Housing (HRA) Capital Investment Programme 2019/20 to 2023/24

	Profiled Payments 2019/20 £m	Profiled Payments 2020/21 £m	Profiled Payments 2021/22 £m	Profiled Payments 2022/23 £m	Profiled Payments 2023/24 £m
Approved Schemes					
Improving Housing Quality	4.676	-	-	-	-
Brighton & Hove Standard Works	-	-	-	-	-
Sustainability & Carbon Reduction	0.550	-	-	-	-
Tackling Inequality	0.950	-	-	-	-
Delivery of New Council Homes	13.445	11.125	2.119	-	-
New Schemes to be Approved				35.339	27.795
Improving Housing Quality	13.400	16.520	15.774		
Brighton & Hove Standard Works	5.153	4.400	5.064		
Sustainability & Carbon Reduction	2.212	2.212	2.218		
Tackling Inequality	2.767	2.538	2.472		
Delivery of New Council Homes	3.432	6.763	19.545		
Neighbourhood, Communities & Housing - HRA	46.585	43.558	47.192	35.339	27.795

Finance & Resources Directorate

Services and Responsibilities

The Directorate covers the following areas and delivers services through its participation in the Orbis Partnership, along with East Sussex and Surrey County Councils.

- Orbis Finance:
 - Oversees the delivery of the 4-year Medium Term Financial Strategy (MTFS) and annual budget process
 - Delivers the Targeted Budget Management process in order to balance budgets on an ongoing basis
 - Supports over 250 budget managers and 68 schools
 - Manages over £100m cash balances and investments and over £0.5 billion money market transactions annually
 - Produces financial statements and manages the external audit process
 - Procures and negotiates over £1.8 billion insurance cover through premiums (£1.6m pa)
 - Provides contracted financial services to South Downs National Park and other trusts
 - Provision of over 1,000 audit days for circa 50 internal audit reviews
 - Investigation of potential housing tenancy, contract and financial irregularity frauds

- Orbis Procurement:
 - Supports procurement of goods and services to the value of approximately £300m
 - Supports circa 250 contract managers together with Legal Services
 - Supports a risk-based strategy to maximise savings from contracts and re-tenders
 - Manages and authorises waivers of Contract Standing Orders

- Orbis Human Resources & Organisational Development:
 - Delivery of 'Our People Promise' to support the improvement of the council's offer for staff, and improve the council's performance
 - Provides HR Services to:
 - 750 team leaders, supervisors and managers
 - circa 4,500 council staff
 - almost 5,000 staff in the city's schools
 - Coaching, development and advice services to around 750 team leaders, supervisors and managers
 - Health & Safety advice and support for all council services

- Orbis IT & Digital:
 - Supports the development and improvement of council services through the provision of technology (including mobile) and business advice
 - Provision of data protection services for email, applications and devices
 - Database management and maintenance of major corporate information systems
 - Management and procurement of voice, data centres, data storage, telephony, Citrix (remote access) and other contracts

- Orbis Business Operations:
 - Collection and recovery of Adult Social and Sundry Debts (Business and Personal)
 - Payroll services to the council, schools and South Downs National Park
 - Processing over 200,000 payments to the council's suppliers and providers
 - Provision of banking, purchasing card and urgent payment services
 - All Revenues & Benefits services including:
 - Collection and recovery of £161m Council Tax (and Council Tax Reduction Scheme)
 - Collection and recovery of £113m Business Rate income
 - Processing of Housing Benefit claims and managing the transfer to Universal Credit
 - Collection and recovery of Housing Benefit Overpayments
 - Provision of Enforcement Agent services

Orbis operates at both a service and corporate level providing essential business support to front-line services while also supporting the council to meet statutory obligations, maintain strong governance, and develop effective strategies across each function.

Its key strategic objectives are as follows:

- Ensure that sustainable and resilient corporate services are in place through participation in the Orbis partnership, enabling delivery of significant savings across the partnership.
- Support the council through a period of complex change, and in particular the modernisation agenda using its network of Orbis Finance, HR and IT & D business partners.
- Improve transactional processes through the establishment of the new Orbis Business Operations hub in Brighton & Hove.
- Challenge and reduce the cost of goods and services through strong, collaborative procurement practice, and support the improvement of contract management across the council.
- Help BHCC to develop and deliver 'Our People Promise' to improve the council's development and support offer to current and future employees.
- Achieve key tax collection targets while navigating and supporting residents through welfare reform.
- Improve BHCC's IT & D infrastructure and tooling (including the provision of mobile phones and laptops) and support the delivery of Digital First objectives.

- Continue to develop Audit’s innovative approach to risk management.

Strategy and Key Proposals

During the 4-year period from 2016/17 to 2019/20 the directorate will have reduced its net budget by over 20% including as part of the Orbis Partnership from 2018/19. The Integrated Service & Financial Plan sets out how the 2019/20 element will be achieved. Key proposals involve the ongoing integration of Brighton & Hove services into the wider Orbis partnership, the establishment of integrated ‘centres of expertise’ across the partnership, and further optimisation of processes including through the new Business Operations function.

Orbis will engage with the key customers to develop further services that meet customer requirements, while recognising that the authorities have joined the partnership in order to achieve back-office savings.

Note that the directorate is responsible for a number of budgets referred to as MOBO (Managed on Behalf of) budgets. These are budgets managed by Orbis services on behalf of BHCC (and the other partners) but are not formally part of the partnership arrangements.

[It should also be noted that the Property & Design function also sits within the Orbis Partnership, and forms part of the Economy, Environment & Culture Directorate.]

Finance & Resources Budget Summary							
2018/19 Net Expenditure / (Income) £m	Service Area	2019/20 Budget					2019/20 Budgeted Contracted Staff FTE
		Expenditure	Income	Budget Allocation	Capital Charges & Recharges	Net Expenditure / (Income)	
		£m	£m	£m	£m	£m	
2.207	Finance	133.319	(129.287)	4.032	1.777	5.809	175.2
(1.085)	HR & Organisational Development	0.675	(0.132)	0.543	0.376	0.919	14.0
(3.997)	Information Technology & Digital	2.692	(0.170)	2.522	(1.671)	0.851	0.0
(1.994)	Business Operations	(0.188)	-	(0.188)	0.178	(0.010)	0.0
13.762	Contribution to Orbis Partnership	12.985	-	12.985	(13.299)	(0.314)	321.0
8.893	Finance & Resources Total (Excluding Centrally Managed Budgets)	149.483	(129.589)	19.894	(12.639)	7.256	510.2
(35.842)	Centrally Managed Budgets	16.817	(32.307)	(15.490)	(41.099)	(56.589)	0.0
(26.948)	Finance & Resources Total (Including Centrally Managed Budgets)	166.300	(161.896)	4.404	(53.737)	(49.333)	510.2

Finance & Resources 2019/20 Revenue Budget Breakdown

Service Description	Employee Expenditure £m	Other Expenditure £m	Total Expenditure £m	Income From Fees, Charges & Rents £m	Other Income £m	Government Grants £m	Total Income £m	Total Budget Allocation £m	Capital Charges & Recharges £m	Net Expenditure / (Income) £m
Finance										
Audit & Business Risk	0.002	0.008	0.010	-	(0.001)	-	(0.001)	0.009	(0.026)	(0.016)
Corporate Procurement	(0.377)	(0.039)	(0.416)	-	-	-	-	(0.416)	0.417	0.000
Financial Services	(0.061)	0.170	0.109	-	(0.053)	-	(0.053)	0.056	0.022	0.078
Housing Benefit Transfer Payments	-	125.763	125.763	(5.465)	-	(121.199)	(126.664)	(0.901)	0.305	(0.596)
Revenues & Benefits	5.587	2.266	7.854	(1.038)	(0.509)	(1.023)	(2.569)	5.284	1.059	6.343
Finance Total	5.151	128.168	133.319	(6.502)	(0.563)	(122.222)	(129.287)	4.032	1.777	5.809
HR & Organisational Development										
Business Partnering & Workforce Development	0.878	0.008	0.886	(0.033)	-	(0.040)	(0.073)	0.813	(0.251)	0.562
Health, Safety & Wellbeing	(0.222)	0.000	(0.222)	-	-	-	-	(0.222)	-	(0.222)
HR Operations	0.030	-	0.030	-	-	-	-	0.030	-	0.030
HR Strategy, Policy & Projects	(0.039)	0.020	(0.019)	(0.039)	(0.021)	-	(0.060)	(0.078)	0.627	0.549
HR & Organisational Development Total	0.647	0.028	0.675	(0.071)	(0.021)	(0.040)	(0.132)	0.543	0.376	0.919
Information Technology & Digital										
IT & D Services	(0.210)	2.902	2.692	(0.031)	(0.139)	-	(0.170)	2.522	(1.671)	0.851
Information Technology & Digital Total	(0.210)	2.902	2.692	(0.031)	(0.139)	-	(0.170)	2.522	(1.671)	0.851
Business Operations										
Business Operations	(0.165)	(0.023)	(0.188)	-	-	-	-	(0.188)	0.178	(0.010)
Business Operations Total	(0.165)	(0.023)	(0.188)	-	-	-	-	(0.188)	0.178	(0.010)
Contribution to Orbis Partnership										
Contribution to ORBIS Services	-	12.985	12.985	-	-	-	-	12.985	(13.299)	(0.314)
Contribution to Orbis Partnership Total	-	12.985	12.985	-	-	-	-	12.985	(13.299)	(0.314)
Finance & Resources Total	5.422	144.060	149.483	(6.604)	(0.723)	(122.262)	(129.589)	19.894	(12.639)	7.256

Centrally Managed Budgets 2019/20 Revenue Budget Breakdown

Service Description	Employee Expenditure £m	Other Expenditure £m	Total Expenditure £m	Income From Fees, Charges & Rents £m	Other Income £m	Government Grants £m	Total Income £m	Total Budget Allocation £m	Capital Charges & Recharges £m	Net Expenditure / (Income) £m
Capital Charges	-	-	-	-	-	-	-	-	(42.045)	(42.045)
Contingency	-	0.540	0.540	-	-	-	-	0.540	-	0.540
Financing Costs	-	11.648	11.648	-	(5.989)	-	(5.989)	5.659	-	5.659
Insurance Premiums	0.466	2.603	3.069	-	-	-	-	3.069	(3.069)	-
Levies & Precepts	-	0.207	0.207	-	-	-	-	0.207	-	0.207
Other Corporate Services	6.159	(3.806)	2.353	-	-	-	-	2.353	4.015	6.368
Unringfenced Grants	-	-	-	-	-	(26.318)	(26.318)	(26.318)	-	(26.318)
Containing the Cost of Social Care	-	(1.000)	(1.000)	-	-	-	-	(1.000)	-	(1.000)
Centrally Managed Budgets Total	6.625	10.192	16.817	-	(5.989)	(26.318)	(32.307)	(15.490)	(41.099)	(56.589)

Finance & Resources Integrated Service & Financial Plan 2019/20

Service Area	Rationale for Strategy	Service & Financial Proposals	Delivery Risk & Impact on Outcomes	Savings 2019/20
				£m
Finance - MOBO				
Non Orbis running costs (professional fees, printing, postage, computers etc.) netted off by £334k of internal income re costs recharged to other services.	The council opted to join the sector-led reprocurement of External Audit provision by PSAA Ltd (a Local Government Association company) as agreed by the Audit & Standards Committee. This was expected to lead to nationwide savings on External Audit contracts for local authorities from 2019/20. The audit company appointed by PSAA to BHCC is Grant Thornton who are also the appointed audit firms for Surrey CC and East Sussex CC as requested by Orbis Partners.	The sector-led reprocurement of external audit contracts has now been completed and new 5-year contracts have been let with an average 23% saving. However, there are some offsetting costs relating to new DWP requirements for the sign-off of Housing Benefit subsidy claims by an independent accountant which was previously incorporated in the external audit contract.	Delivery Risk: None	0.030
Finance - MOBO				0.030

Finance & Resources Integrated Service & Financial Plan 2019/20

Service Area	Rationale for Strategy	Service & Financial Proposals	Delivery Risk & Impact on Outcomes	Savings 2019/20
				£m
Revenues & Benefits - MOBO				
<p>Revenues & Benefits</p> <p>(The service is part of Business Operations within Orbis Shared Services but is regarded as a 'Managed on Behalf of' (MOBO) budget for the purposes of the Inter-Authority Agreement. It therefore remains as a sovereign BHCC budget.)</p> <p>Administration of Housing Benefits and Council Tax Reduction awards - staffing costs budget</p>	<p>The Benefits function is statutory but the combination of a reducing caseload and efficiencies give the opportunity for savings to be made. The most significant factor in downsizing is the planned introduction of universal credit which will transfer caseload to the DWP. The stated savings take the reduction in Admin Grant directly related to this transfer into account.</p>	<p>The service continues to review its processes to maximise its use of resources. The reduction in workload and the nature of the workload being transferred to the DWP provides opportunity to reduce cost while maintaining service standards. The original 4-year proposal made in 2016/17 has been amended to reflect the succession of delays in the implementation of Universal Credit.</p>	<p>Delivery Risk 2019/20: The saving forecast is predicated on the introduction of Universal Credit to the revised DWP forecast timescales. The latest announcements regarding a further delay to case migration and the intention to revise the methodology for calculating the Administration Subsidy makes it difficult to predict the level of achievable saving. The forecast drop in workload and required resource to administer this workload remains unaltered and therefore the number of post deletions is consistent with maintaining standards of administration. However there is a subsidy risk if performance levels drop. There is also a risk of a skills shortage which may lead to recruitment and cost issues.</p> <p>Impact on Outcomes: No impact on outcomes provided customer service standards can be maintained.</p>	0.191
<p>Service wide agency staff spend</p>	<p>Reprocurement of the corporate agency staff contract has identified a saving as a result of lower on cost rates. This saving is reflected in all service areas where agency staff are used through the contract.</p>		<p>This is a procurement saving and therefore the key risk relates to the level of agency staff used in the service area.</p>	0.001
Revenues & Benefits - MOBO				0.192
IT&D - MOBO				
<p>Non Orbis running costs (mostly IT&D contracts)</p>	<p>Management of these sovereign contracts and licenses by the Orbis</p>	<p>Review and consolidation of contracts across multiple technology areas.</p>	<p>Delivery Risk: Potential risk that limited availability of commercial skills and</p>	0.065

Finance & Resources Integrated Service & Financial Plan 2019/20

Service Area	Rationale for Strategy	Service & Financial Proposals	Delivery Risk & Impact on Outcomes	Savings 2019/20 £m
	Shared Service on behalf of BHCC presents opportunities for reduction of costs through economies of scale.		capacity will lead to financial risks on contracts. Impact on Outcomes: Demand for services may outstrip ability to drive savings within contracts. Contract/supplier management capacity is an issue that the Orbis partnership may help to mitigate.	
IT&D - MOBO				0.065
Contribution to Orbis Services				
<p>Orbis Shared Services</p> <p>(This budget/service represents BHCC’s share of the contribution to Orbis Shared Services in accordance with an Inter-Authority Agreement)</p> <p>This service area represents Orbis partnership services including Finance, HROD, Procurement, IT&D, Business Operations and Property Services.</p> <p>The Revenues & Benefits Service is also part of the partnership but is regarded as a 'Managed on Behalf of' (MOBO) budget and therefore remains a</p>	<p>In 2016, the Policy, Resources & Growth Committee approved the council's strategy to join the Orbis Partnership. The key aims were to ensure that corporate services could continue to be delivered through the achievement of sufficient scale whilst maintaining the status of Brighton & Hove terms and conditions for staff. The council became the third founding member of the Partnership in May 2017 and budgets were fully integrated from April 2018.</p> <p>The savings strategies that Orbis is centred around are the rationalisation of management, including across councils, the ongoing automation and improved use of technology to create efficiencies, and the adoption of best practice across the Partnership.</p> <p>For 2019/20, target savings for the</p>	<p>Orbis Finance: The total Orbis target is £0.750m which can only be achieved through the further integration of services and adoption of common processes and practices wherever possible. There are likely to be changes to management structures and where possible vacancies will be managed to deliver savings. Further automation of the production of management information will also be required to create efficiencies.</p> <p>Orbis HROD: The HR transformation journey in BHCC is currently focused on creating a fully integrated south team with East Sussex following the decision of Surrey to pause HROD integration. In 2019/20 savings of approximately £1.300m will be made across Orbis HR, with £0.526m expected to be deliverable from the south</p>	<p>Orbis Finance: Some customer engagement is required as the risk-based approach to providing support is likely to be extended, potentially heightening the need for more self-service and automation. Ensuring retention of sufficient capacity and capability to support complex and high priority changes is a key challenge. See EIA S9.</p> <p>Orbis HROD: Successful cross-working and collaboration between BHCC and East Sussex CC is central to the delivery of savings without unacceptable levels of impact on service resilience, accessibility and availability. See EIA S7.</p>	0.735

Finance & Resources Integrated Service & Financial Plan 2019/20

Service Area	Rationale for Strategy	Service & Financial Proposals	Delivery Risk & Impact on Outcomes	Savings 2019/20 £m
<p>sovereign BHCC budget and service under the current arrangements.</p>	<p>Partnership as a whole are approximately £3.500m, of which the B&H share will be £0.700m - 0.750m, broadly in line with the ratios defined by the Inter-Authority Agreement. While it is not possible at this stage to be certain about the impact on staff numbers, it is anticipated that the overall number of FTEs will reduce by approximately 15, subject to the outcome of relevant staff consultations. The council will continue to manage any reductions through the use of re-deployment, vacancy management, and voluntary severance.</p>	<p>integration. All of these savings relate to changes in the staffing structure according to the following principles:</p> <ul style="list-style-type: none"> • Economies of scale around number / size of teams; • Spans of management control increased and layers decreased reducing management costs; • Supporting the journey towards full integration. <p>The transformation of the HR service will focus on improving on-line and telephone support for managers, increasing informal resolution and providing face to face support for complex case work only. The changes proposed in 2019/20 put in place the team structure to support full integration and a revised service by April 2020. Subject to the outcome of consultation, the total staffing impact in 2019/20 will involve the deletion of approximately 11 posts across ESCC and BHCC, of which 9 are management-level posts. It is anticipated that most of the reductions will be achieved through voluntary severance.</p> <p>Orbis Procurement: The Orbis-wide savings target is provisionally approximately £0.900m, however further work is required to agree this formally. Delivering this will</p>	<p>Orbis Procurement: Full details of the budget reductions have not yet been established but the main risk is that services do not follow available Procurement & Contract</p>	

Finance & Resources Integrated Service & Financial Plan 2019/20

Service Area	Rationale for Strategy	Service & Financial Proposals	Delivery Risk & Impact on Outcomes	Savings 2019/20 £m
		<p>require a reduction in support to services for low risk procurements, removing some support and programme posts, and some reduction to the category and Supply & Contract Management teams.</p> <p>Orbis IT & D: The overall Orbis savings target is £0.450m. It is expected that this will be delivered initially through vacancy management while the B&H IT & D service undergoes further modernisation during 2019/20 to align with the wider Orbis service model. Already aligned within the Orbis management structure, the service will continue to improve its customer service and programme management processes in order to reduce demand and facilitate efficiencies in future years.</p> <p>Orbis Business Operations: The overall Orbis target is proposed at £0.700m - 0.800m. Further savings will be required in future years meaning that there is an ongoing journey involving the implementation of new technologies. This requires a re-definition of service delivery across all transactional business, and will include the creation of a single customer access point. Ultimately this</p>	<p>Management guidance and toolkits themselves, remaining reliant on Orbis Procurement team or alternatively costing the council more money through inefficient or non-compliant procurements and weak contract management.</p> <p>Orbis IT & D: Using the more robust programme management approach now in place, certain historic budget inconsistencies have been identified that need to be resolved. The transitional year needs to identify and resolve these to provide a clear 'base budget' for IT & D for future years.</p> <p>Orbis Business Operations: There will be a need to educate customers on processes more reliant on technology. In addition the service understands the requirement to support staff through these significant changes, while ensuring effective governance and controls remain in place. The service is heavily reliant on adaptable and flexible systems and processes, including</p>	

Finance & Resources Integrated Service & Financial Plan 2019/20

Service Area	Rationale for Strategy	Service & Financial Proposals	Delivery Risk & Impact on Outcomes	Savings 2019/20
				£m
		<p>will facilitate an operating model based around increased self-service using automated, customer-friendly systems.</p> <p>Orbis Property & Design [part of the Economy, Environment & Culture Directorate]: No savings are currently allocated against this service while further work is undertaken to fully identify how direct Orbis costs are split between the 3 partner authorities.</p>	<p>robotics development, in order to deliver this level of saving. See EIA S8.</p> <p>Orbis Property & Design: No delivery risks in 2019/20.</p>	
Contribution to Orbis Services				0.735
Finance & Resources (Excluding Centrally Managed Budgets)				1.022
Centrally Managed Budgets				
Corporate Pension Costs - historic retirement decisions	Statutory requirement to pay for historic retirement decisions of former employees that included added years.	Review liabilities annually to take account of reducing number of former employees who receive this benefit.	Delivery Risk: Annual inflationary increases to pensions are more than the anticipated reduction in liabilities.	0.056
Centrally Managed Budgets				0.056
Finance & Resources (Including Centrally Managed Budgets)				1.078

Finance & Resources Capital Investment Programme 2019/20 to 2023/24					
	Profiled Payments 2019/20 £m	Profiled Payments 2020/21 £m	Profiled Payments 2021/22 £m	Profiled Payments 2022/23 £m	Profiled Payments 2023/24 £m
Approved Schemes					
None					
New Schemes to be Approved					
IT&D Fund	0.500	0.500	0.500	0.500	0.500
IT&D Infrastructure - Windows 10 implementation and WIFI	3.111	-	-	-	-
Strategic Investment Fund	0.250	0.250	0.250	0.250	0.250
Modernisation - Containing the cost of Social Care	1.900	-	-	-	-
Modernisation & Investment in Integrated Service & Financial Plans	3.902	1.800	-	-	-
Finance & Resources	9.663	2.550	0.750	0.750	0.750

Strategy, Governance & Law Directorate

Services and Responsibilities

Strategy, Governance & Law's purpose and mission is to help the council in setting its strategy and priorities, enabling delivery of those priorities and monitoring performance. It also supports the democratic process in terms of elections and decision-making. It has a significant element of delivering front line services through Life Events (registrars, bereavement services and local land charges). The different services comprised in the directorate are:

Legal Services (net budget £1.301m) - this service provides legal advice and representation across all of the Council's functions as well as the Monitoring Officer function. The team includes the Safeguarding Team, which supports adult and children's safeguarding functions, an area where there is a significant increase nationally in Court proceedings. The Services has established a shared services Partnership, Orbis Public Law, with East Sussex, Surrey and West Sussex County Councils. The aim of the Partnership is to give greater resilience, economies of scale and an opportunity to trade more widely, enabling the support of priority services and objectives.

Democratic and Civic Office Services (net budget £1.669m – including Members Allowances) - this service provides support to Members generally, is responsible for the co-ordination and administration of the democratic decision-making process, Member training & development, administering of School Appeals and the Members' allowances scheme. It also includes responsibility for the Civic Office, (including the Mayor and the Lord Lieutenant) and as a service has compared favourably with others through CIPFA benchmarking data.

Policy & Partnerships (net budget £0.623m) - this includes the Policy, Partnerships and Scrutiny teams. The partnership service is part funded by partners in the City and supports Brighton & Hove Connected as well as a number of initiatives in co-ordination with partners in the city.

Life Events (net budget £0.103m – consisting of gross expenditure of £3.734m and income of £3.631m) – this includes Electoral Services, Local Land Charges, Registration and Bereavement Services. As the net budget figures indicate, it is largely funded from income generated from fees and charges. The service has delivered significant savings over previous years, when it experienced some real challenges, including a snap General Election, staffing changes at a senior level in the Electoral Services Team, and competition from alternative providers, influencing fees and charges pricing structures.

Performance, Improvement & Programme Management (net budget £0.628m) - the role of this service is to drive continuous improvement and efficiency across the organisation to minimise the adverse impact of financial challenges on customers, avoid costly mistakes and better protect council reputation. It also has responsibility for ensuring objective resolution of customer dissatisfaction and taking strategic lead in improving customer experience through effective customer insight. The Customer Feedback team processes approx. 2,000 Stage 1 complaints and 1,000 compliments, investigates approx. 200 Stage 2 complaints and assists the Ombudsman with approx. 100 cases. The performance team drives the corporate and directorate planning and monitoring processes. There are currently 6 Directorate Plans, 24 Service Plans and 69 Corporate Key Performance Indicators. The Risk Management Lead drives regular risk reviews, there are currently 7 city wide, 16 strategic, 27 directorate risks. The service is also responsible for production of the statutory Annual Governance Statement evidencing effectiveness of corporate governance. A number of modernisation projects and programmes across the organisation in all directorates are managed from the Corporate Programme Management Office which is funded largely from one-off modernisation funding. There are currently approx. 28 corporate and 34 directorate projects/programmes. The Business Improvement team is also funded through this one-off resource with a focus on conducting reviews to manage customer demand and deliver efficiencies. The team conducts approx. 17 activities per year.

Corporate Communications (net Budget £0.564m) – The Communications Team connects the council and its services with a large number of diverse stakeholders. By using expert, specialist skills across a range of disciplines, the team accurately communicates news and information that improves engagement and enhances and protects reputation with stakeholders. From crafting engaging content, to project managing campaigns that help change behaviors, the Communications Team provides a fully integrated service that combines:

- Content development and channel management – helping turn complex messages into impactful content that reaches your audience.
- Media relations – turning information into compelling news stories across newspapers, TV and radio, and putting the story straight
- Branding – managing the council’s identity so that our 700+ services are clearly recognized
- Internal communications – keeping staff and councilors connected to what’s going on across the council and why
- Digital communications – broadcasting online, building a strong presence in a city that thrives on digital media
- Graphic design – creating powerful, visual, branded content that stands out

Whether it’s a one-off message or a sustained multi-media campaign, the team:

- achieves business objectives through communications strategies
- implements creative campaigns
- provides measurable results
- communicates with and engages staff
- leads on crisis and reputational communications

Strategy, Governance & Law Budget Summary							
2018/19 Net Expenditure / (Income) £m	Service Area	2019/20 Budget					2019/20 Budgeted Contracted Staff FTE
		Expenditure	Income	Budget Allocation	Capital Charges & Recharges	Net Expenditure / (Income)	
		£m	£m	£m	£m	£m	
0.080	Corporate Policy	0.686	(0.063)	0.623	(0.585)	0.038	6.5
(0.054)	Legal Services	1.662	(0.361)	1.301	(1.386)	(0.085)	48.4
0.008	Democratic & Civic Office Services	1.742	(0.073)	1.669	(1.676)	(0.007)	15.0
0.717	Life Events	3.734	(3.631)	0.103	0.700	0.803	47.1
0.004	Performance, Improvement & Programmes	0.628	-	0.628	(0.673)	(0.045)	24.4
0.032	Communications	0.599	(0.035)	0.564	(0.552)	0.012	13.0
0.787	Strategy, Governance & Law Total	9.050	(4.162)	4.888	(4.171)	0.717	154.4

Strategy, Governance & Law 2019/20 Revenue Budget Breakdown

Service Description	Employee Expenditure £m	Other Expenditure £m	Total Expenditure £m	Income From Fees, Charges & Rents £m	Other Income £m	Government Grants £m	Total Income £m	Total Budget Allocation £m	Capital Charges & Recharges £m	Net Expenditure / (Income) £m
Corporate Policy										
Chief Executives Office	0.263	0.013	0.276	-	-	-	-	0.276	(0.301)	(0.025)
Democratic Services	0.050	-	0.050	-	-	-	-	0.050	(0.050)	0.000
Overview & Scrutiny	0.054	-	0.054	-	-	-	-	0.054	(0.054)	(0.000)
Partnerships	0.079	0.050	0.129	-	(0.063)	-	(0.063)	0.066	0.012	0.078
Policy & Analysis	0.114	0.063	0.177	-	-	-	-	0.177	(0.192)	(0.015)
Corporate Policy Total	0.560	0.126	0.686	-	(0.063)	-	(0.063)	0.623	(0.585)	0.038
Legal Services										
Legal Services	1.635	0.027	1.662	(0.267)	(0.094)	-	(0.361)	1.301	(1.386)	(0.085)
Legal Services Total	1.635	0.027	1.662	(0.267)	(0.094)	-	(0.361)	1.301	(1.386)	(0.085)
Democratic & Civic Office Services										
Democratic Services	0.462	0.114	0.576	-	(0.053)	-	(0.053)	0.523	(0.496)	0.027
Mayor's Office	0.150	0.031	0.181	-	(0.020)	-	(0.020)	0.161	(0.195)	(0.034)
Members Allowances & Training	0.939	0.046	0.985	-	-	-	-	0.985	(0.985)	0.000
Democratic & Civic Office Services Total	1.551	0.191	1.742	-	(0.073)	-	(0.073)	1.669	(1.676)	(0.007)
Life Events										
Bereavement Services	0.984	1.085	2.069	(1.874)	-	-	(1.874)	0.195	0.509	0.704
Electoral Services	0.745	0.202	0.947	(0.005)	-	(0.059)	(0.064)	0.883	0.042	0.925
Land Charges	0.087	0.012	0.099	(0.554)	-	-	(0.554)	(0.454)	0.022	(0.433)
Registrars	0.576	0.043	0.619	(1.134)	(0.001)	(0.004)	(1.139)	(0.520)	0.127	(0.393)
Life Events Total	2.393	1.341	3.734	(3.567)	(0.001)	(0.063)	(3.631)	0.103	0.700	0.803
Performance, Improvement & Programmes										
Performance	0.295	0.027	0.321	-	-	-	-	0.321	(0.332)	(0.010)
Programme Management	0.006	0.003	0.010	-	-	-	-	0.010	(0.042)	(0.032)
Standards & Complaints	0.289	0.008	0.297	-	-	-	-	0.297	(0.299)	(0.002)
Performance, Improvement & Programmes Total	0.590	0.038	0.628	-	-	-	-	0.628	(0.673)	(0.045)
Communications										
Communications	0.669	(0.070)	0.599	(0.016)	(0.019)	-	(0.035)	0.564	(0.552)	0.012
Communications Total	0.669	(0.070)	0.599	(0.016)	(0.019)	-	(0.035)	0.564	(0.552)	0.012
Strategy, Governance & Law Total	7.398	1.653	9.050	(3.850)	(0.249)	(0.063)	(4.162)	4.888	(4.171)	0.717

Strategy, Governance & Law Integrated Service & Financial Plan 2019/20

Service Area	Rationale for Strategy	Service & Financial Proposals	Delivery Risk & Impact on Outcomes	Savings 2019/20 £m
Corporate Policy				
Policy, Partnership & Scrutiny including Leadership Support	This provides policy, scrutiny and partnership support to the Council to ensure efficient and effective long term strategic planning and joint working with city partners.	Savings through restructure & reducing non-staffing budget & reducing initiatives budget. This service has seen a significant reduction in capacity in the first three years of the 4-year plan hence a lower level of opportunity identified for 2019/20.	Delivery Risk: None anticipated. Impact on Outcomes: Medium/high impact as less resources to do proactive work to improve effectiveness and efficiency of the organisation.	0.024
Corporate Policy				0.024
Democratic & Civic Office Services				
Democratic Services	This will focus on service redesign savings that have minimum impact on the support available.	Savings through service redesign, use of information technology, rationalising supplies and services and a reduction in the offer available to support members and officers by focusing on priority areas. For 2019/20 savings are based around a revision of the web-casting provision, a reduction in training budgets, a re-alignment of staff costs and a reduction in supplies & services. Additional savings (further £25k – 3.44%) are also planned from a service redesign (loss of 0.6 FTE post) and a small reduction in service provision.	Delivery Risk: The savings, especially those relating to printing, are dependent on the necessary investment and support from IT&D (e.g. tablets for electronic agenda access.) Support for non-decision-making meetings may have to be withdrawn, with greater pressure on staff and less support to members. Impact on Outcomes: There may be some cost-displacement to other services from reduced support to meetings. Less development support for members and a reduction in the overall support to members.	0.058
Members' Allowances	This is designed to achieve savings but in a way that aligns with the democratic governance arrangements.	For 2019/20 the IRP is undertaking a wider review of the Members Allowances Scheme to run from 2019-2023 with a view to reporting to PR&G Committee on the 6th Dec 2018 and full Council on the 13th Dec 2018. Any savings identified would then contribute to the additional savings target of £20k attributed to the overall budget for Members Allowances, subject to the	Delivery Risk: These changes require recommendation by the Independent Review Panel and agreement by Full Council. If recommendation is no change or Council rejects it, it will be difficult to deliver the budget. Impact on Outcomes: Less room for flexibility.	0.020

Strategy, Governance & Law Integrated Service & Financial Plan 2019/20

Service Area	Rationale for Strategy	Service & Financial Proposals	Delivery Risk & Impact on Outcomes	Savings 2019/20 £m
		recommendations from the IRP being accepted by the full Council.		
Democratic & Civic Office Services				0.078
Legal Services				
Legal Services	Savings are developed in the context of protecting legal support for core, high risk priority services A careful balancing act will be needed to ensure the exposure to risk is commensurate with the benefit of the savings and with the risk of increased external spend if demand for work cannot be managed internally.	For 2019/20 it is planned to undertake a small restructure involving the deletion of a Property Lawyer and reviewing the level of legal support officer posts.	<p>Delivery Risk: The move to develop and implement Orbis Public Law will be a period of change which may impact on service provision. The number of organisational initiatives relating to service changes/reductions also increases the likelihood of legal challenge, increasing the demand for legal advice. Orbis Public Law requires savings levels to be agreed between authorities.</p> <p>Impact on Outcomes: The proposed savings over the whole 4 year plan, including for 2019/20, may mean the service is required to focus on reactive legal input rather than enabling and preventative advice and support. The Legal Service will need to continue to manage demand through re-defining with clients what is deliverable within the reducing resources available.</p>	0.093
Legal Services				0.093
Life Events				
Memorialisation	Introduction of new products and development of existing products.	Increase in sales through product review to increase range of products and promote existing products.	<p>Delivery Risk: Ineffective skills development could impact on savings.</p> <p>Impact on Outcomes: No impact on service expected.</p> <p>See EIA 22.</p>	0.015

Strategy, Governance & Law Integrated Service & Financial Plan 2019/20

Service Area	Rationale for Strategy	Service & Financial Proposals	Delivery Risk & Impact on Outcomes	Savings 2019/20
				£m
Bereavement Management, Cemeteries and Mortuary	To increase work / shift patterns to enable increased service delivery.	Service redesign to increase service delivery. The new service redesign introduced better engagement with local funeral directors and other stakeholders to highlight quality service provision, and encourage and promote Woodvale as the first choice for local funeral directors and residents of our city. For 2019/20 - fee increases above corporate inflation are not proposed due to business risk, however there is a reduction in the cost of borrowing repayments.	Delivery Risk: Low Impact on Outcomes: None See EIA 22.	0.009
Registrars	Fees and charge review and regular increases backed up by benchmarking info' from other local authorities, taking account of all unit costs.	Initial fee review suggests additional income of £5k. Late announcement by Government of increase in statutory fee for certificates, from £4 to £11, resulting in an extra saving potential of £0.200m.	Delivery Risk: Business volumes need to be maintained. Reliant on customer demand. Elements of statutory fees but opportunities exist for other fees. Requires PR&G Committee approval of fees. For statutory fee increase, the achievement of the saving relies on demand dropping by no more than 20%. Impact on Outcomes: No impact on service expected. See EIA 22.	0.205
		Redesign option and development of a digital certificate service.. For 2019/20 - a further redesign of the service is possible.		0.025
Elections and Local Land Charges	Introduction of modern digitised data mining to locate potential electors and compensate for the removal of sending non-statutory notification confirmations. In Local Land Charges, proposal to delete one post (which can be absorbed without detriment) rather than increasing search fees due to business risk.	For 2019/20 deletion of an admin post is possible.	Delivery Risk: There is a risk that more people may switch to personal search. Impact on Outcomes: No impact on service expected.	0.025
		For 2019/20, the proposal is to implement the digitised approach to data capturing. This will include increased data sharing with		0.037

Strategy, Governance & Law Integrated Service & Financial Plan 2019/20

Service Area	Rationale for Strategy	Service & Financial Proposals	Delivery Risk & Impact on Outcomes	Savings 2019/20
				£m
		other services and robust processes developed with local universities to maximise student registration, along with concerted efforts to contact customers via email, encouraging them to provide change of address information. This new approach will maximise voter registration and provide savings opportunities by cutting out posting a non-statutory household notification letter to all residents in the city.	See EIA 22.	
Life Events				0.316
Performance, Improvement & Programmes				
Performance, Programme Management Office, Business Process Improvement, Risk, Customer Experience.	Responding to customer complaints includes statutory duties. The service is key to driving customer satisfaction, efficiency and continuous improvement across the organisation through development of policies and practice, effective business decisions processes and governance and analysing performance and customer insight data to help the organisation improve.	Reduce corporate support for driving customer satisfaction, efficiency and continuous improvement.	<p>Delivery Risk: This will result in adverse impacts on corporate oversight of the Performance Management Framework resulting in potentially missed opportunities to identify areas not performing well early on and delayed management action to address poor performance. Costs may re-emerge if the need for change capacity becomes essential.</p> <p>Impact on Outcomes: Medium/high for 2019/20 as less resources to do proactive work to improve effectiveness and efficiency in the best interest of customers and reduced corporate assurance and governance. Reduced capacity to do cross-cutting work and drive innovation.</p>	0.045
Service wide agency staff spend	Reprocurement of the corporate agency staff contract has identified a saving as a result of lower on cost rates. This saving is reflected in all service areas where agency		This is a procurement saving and therefore the key risk relates to the level of agency staff used in the service area.	0.001

Strategy, Governance & Law Integrated Service & Financial Plan 2019/20				
Service Area	Rationale for Strategy	Service & Financial Proposals	Delivery Risk & Impact on Outcomes	Savings 2019/20 £m
	staff are used through the contract.			
Performance, Improvement & Programmes				0.046
Communications				
Communications	The Communications budget has been thoroughly scrutinised over the past few years and savings have been found from withdrawing products and supplies which were no longer required or necessary. Remaining costs are staffing salaries, however the service is at full capacity to meet the high organisational demands placed on it.	For 2019/20, savings of £75k are possible through a restructure and reduction of the team's publicity and marketing budget. However, a cost saving of £25k is required to address an existing budget pressure within the Graphic Design Team and therefore the budget saving opportunity identified for 2019/20 is £50k.	Delivery Risk: Funding would be required on a project basis in later years for service demands that are over and above the core service offer. A change from business partnering to channel management and a triage approach to client management. See EIA S10.	0.050
Service wide agency staff spend	Reprocurement of the corporate agency staff contract has identified a saving as a result of lower on cost rates. This saving is reflected in all service areas where agency staff are used through the contract.		This is a procurement saving and therefore the key risk relates to the level of agency staff used in the service area.	0.001
Communications				0.051
Strategy, Governance & Law				0.608

Strategy, Governance & Law Capital Investment Programme 2019/20 to 2023/24					
	Profiled Payments 2019/20 £m	Profiled Payments 2020/21 £m	Profiled Payments 2021/22 £m	Profiled Payments 2022/23 £m	Profiled Payments 2023/24 £m
Approved Schemes					
None					
New Schemes to be Approved					
None					
Strategy, Governance & Law	-	-	-	-	-

Summary of Reserves & Provisions

Reserves & Provisions			
Description	Estimated Balance as at 01/04/19 £m	Planned Use 2019/20 £m	Estimated Balance as at 31/03/20 £m
General Fund Working Balance/General Reserves	10.352	0.000	10.352
Capital Reserves	0.591	(0.591)	0.000
Capital Receipts Reserve	23.600	(9.500)	14.100
Library PFI Reserve	0.877	0.098	0.975
Waste PFI Project Reserve	3.789	0.292	4.081
Finance Costs Reserve	0.250	(0.250)	0.000
Section 106 Receipts (Revenue)	0.308	(0.060)	0.248
Section 106 Interest	0.394	(0.030)	0.424
Developer Contributions Unapplied (S106 Capital)	0.629	(0.100)	0.529
Brighton Centre Redevelopment Reserve	2.845	(0.023)	2.868
Customer Access & Accommodation Strategies & The Link Network Upgrade Reserve	0.179	(0.058)	0.121
Museum Objects Acquisitions Reserve	0.064	0.000	0.064
Concessionary Bus Passes	0.060	(0.060)	0.000
IT&D Investment Reserve	0.155	(0.125)	0.030
Environmental Enforcement Reserve	0.090	(0.090)	0.000
Modernisation Fund Reserve	0.320	(0.320)	0.000
Winter Maintenance	0.426	(0.040)	0.386
Dome Planned Maintenance	0.396	(0.127)	0.269
Hove Park 3G Pitch Renewal	0.015	0.015	0.030
James Green Foundation	0.101	0.000	0.101
Surface Water Management (SWAMP) Reserve	0.870	(0.395)	0.475
Community Equipment Reserve	0.240	(0.240)	0.000
Licensing - other reserve	0.100	0.000	0.100
Taxi Licensing	0.097	0.000	0.097
East Brighton Parking Surplus	0.009	(0.009)	0.000
Preston Park Parking Surplus	0.169	(0.169)	0.000
NEH Refurbishment Reserve	0.150	0.000	0.150

Reserves & Provisions			
Description	Estimated Balance as at 01/04/19 £m	Planned Use 2019/20 £m	Estimated Balance as at 31/03/20 £m
Road Works Permit Scheme	0.127	(0.050)	0.077
i360 Reserve	3.606	0.000	3.606
HMO Licensing Fees Reserve	0.335	(0.050)	0.285
HMO Additional Licensing Fees (3)	0.689	0.000	0.689
Damage Deposit Guarantee Scheme	0.231	0.000	0.231
PRS Rent Deposit Scheme	0.043	0.000	0.043
Business Rates S31 adjustment reserve	0.358	(0.358)	0.000
Seaside Homes Reserve	0.055	0.000	0.055
City Deal New England House Dev Reserve	4.900	(0.500)	4.400
Investment Properties (Dilapidations)	0.245	(0.125)	0.120
Restructure Redundancy Reserve	1.323	(0.580)	0.743
Insurance Reserve General	5.593	0.000	5.593
Total General Fund Reserves	64.581	(13.339)	51.242
HRA Working Balance	8.868	(2.732)	6.136
Estate Development Budget (EDB) Reserve	0.237	(0.169)	0.068
Renewable Energy Reserve	0.179	(0.050)	0.129
Restructure Redundancy Reserve	0.388	0.000	0.388
Total HRA Reserves	9.672	(2.951)	6.721
Schools PFI Project Reserve	1.339	(0.050)	1.289
Schools LMS Balances	2.803	0.000	2.603
Portslade Adult Learning	0.020	0.000	0.020
Total Schools / DSG Reserves	4.162	(0.050)	4.112
TOTAL RESERVES	78.415	(16.340)	62.075
Hostel Accommodation Dilapidations	0.023	(0.023)	0.000
Cemetery Replacement	0.002	0.000	0.002
Cemetery - Maintenance of Graves in Perpetuity	0.034	(0.010)	0.024
Cemetery - Maintenance of Monuments	0.015	0.000	0.015
Workstyles Dilapidations	0.041	0.000	0.041
Total General Fund Provisions	0.115	(0.033)	0.082
TOTAL ALL FUNDS	78.530	(16.373)	62.157

Medium Term Financial Strategy 2019/20 to 2023/24

In December 2018 the predicted savings requirement for 2019/20 was £14.165m of which £12.015m of savings proposals had been identified leaving a remaining gap of £2.150m. This gap has now been met and a balanced budget for 2019/20 is proposed. The Budget Gaps for future years can only ever be a best estimate as resources, demands or budget forecast trends can change significantly with time.

Resource Assumptions:

From 2020/21 the Fair Funding Review and potential move to 75% retained Business Rates will amend the future years' projections but as yet there is no certainty or reasonable estimate that can be provided for the impact they might have, which could be negative or positive. The MTFS therefore makes no assumptions at this stage but will be updated when the government confirms the financial impacts of local government funding changes.

Revenue Support Grant (RSG) is assumed to be maintained at the 2019/20 level although is expected to be rolled into the 75% retained Business Rates. If this funding source were to end, then the budget gap would increase by £6.523m from 2020/21.

The improved Better Care Fund (iBCF) is assumed to continue at the 2019/20 levels of £6.220m however there are further one off allocations in 2019/20 totalling £5.062m shown in table 2 of the main report where there is no certainty about this funding. Given the high profile of social care pressures nationally, the assumption is made that the 2019 Comprehensive Spending Review will continue this one off funding in some shape or form.

Inflation and Other Cost Estimates:

Pay inflation reflects the National Employers for Local Government (LGE) 2-year pay offer covering 2018/19 and 2019/20 for those employees on National Joint Committee (NJC) pay & conditions and provides for 2.6% overall, reflecting higher increases for staff on lower pay grades.

The triennial review of the BHCC element of the East Sussex Pension Scheme for the period 2017/18 to 2019/20 was completed in December 2016. The contribution rates changed to be a blend of a fixed contribution percentage and an increasing lump sum payment. The additional cost to the general fund in 2019/20 is estimated at £0.575m with similar increases assumed over the MTFS period equating to approximately 0.5% increases per annum.

The provision for general price inflation ranges between 0% and 2% depending on the type of budgeted expenditure with the exception of the Waste PFI where a prudent 3.5% increase has been assumed. Increases in costs above assumed inflation levels will be managed through services' budget strategies unless the increase is significant and is identified as a corporate budget pressure.

The formula for calculating New Homes Bonus (NHB) is expected to be revised and it is expected that the threshold to achieve any grant funding will be harder to achieve and therefore no new allocations have been assumed from 2020/21. This means that there is an assumed reduction in NHB grant of £2.995m by 2023/24.

Re-investment in Services

Growth in demand and increases in costs across Children's and Adults Social Care services along with financial issues in other services including City Environmental Management mean that the re-investment level of £14.761m is needed to protect priority services in 2019/20. This includes £1.000m efficiency savings across social care through the Sustainable Social Care (SSC) programme. The programme is supported by significant Modernisation Funding of £1.9m in 2019/20 and it is assumed this programme will deliver further cost efficiencies in future years.

Re-investment levels in services from 2020/21 have been included for the key demographic and cost increases or income reductions but these will be kept under review, particularly if the government announces further funding support for social care.

Predicted Budget Gaps (Savings Requirements):

In 2020/21, the budget gap is estimated at £9.145m but this would increase to £20.730m if RSG and one off social care allocations are reduced/discontinued without replacement funding. There is also uncertainty regarding current Homelessness grants including the Flexible Homelessness Support Grant (currently £4.118m).

The early indication therefore is that Budget Gaps (i.e. further savings requirements) totalling £28.829m are predicted over the MTFS period 2020/21 to 2023/24.

MEDIUM TERM FINANCIAL STRATEGY TABLES

Core Planning Assumptions

The table below sets out the core planning assumptions included in the MTFS projections:-

Summary of MTFS Assumptions					
	2019/20	2020/21	2021/22	2022/23	2023/24
Pay inflation and pay related matters:					
- Provision for pay award	2.6%	2.3%	2.2%	2.2%	2.0%
- Employers pension contribution rate increase	0.5%	0.5%	0.5%	0.5%	0.5%
General inflation:					
- Inflation on non pay expenditure	1.0% - 2.0%	1.0% - 2.0%	1.0% - 2.0%	1.0% - 2.0%	1.0% - 2.0%
- Inflation on waste PFI	3.5%	3.5%	3.5%	3.5%	2.0%
- Inflation on income	2.0%	2.0%	2.0%	2.0%	2.0%
- Inflation on parking income	2.0%	2.0%	2.0%	2.0%	2.0%
- Inflation on penalty charge notices	0.0%	0.0%	0.0%	0.0%	0.0%
Resources:					
Change in Settlement Funding Assessment	-8.9%	0.0%	0.0%	0.0%	0.0%
Change to Revenue Support Grant (RSG)	-53.9%	0.0%	0.0%	0.0%	0.0%
Business rates poundage inflation uplift	3.3%	2.0%	2.0%	2.0%	2.0%
Public Health grant	-2.6%	0.0%	0.0%	0.0%	0.0%
Assumed council tax threshold increase	2.99%	1.99%	1.99%	1.99%	1.99%
Council Tax Base	1.2%	1.0%	0.75%	0.75%	0.75%

Summary of MTFS projections

The table below sets out the savings /budget gap taking into account the anticipated expenditure over the MTFS period and the funding resources available:-

Summary of General Fund Budget Projections					
	2019/20	2020/21	2021/22	2022/23	2023/24
	£m	£m	£m	£m	£m
Sub-total Net Budget Requirement B/Fwd	208.824	203.583	211.740	217.125	222.652
Pay and Inflation	5.655	5.673	5.684	5.823	5.971
Increase in employer pension contributions	0.575	0.570	0.590	0.610	0.630
Increased Social care funding through grants	(5.593)	0.000	0.000	0.000	0.000
Commitments - impact of previous decisions	(1.512)	1.798	0.637	0.489	0.389
Change in S31 Business Rates compensation grants	(3.563)	(0.182)	(0.186)	(0.189)	(0.193)
Change in New Homes Bonus	0.877	1.177	0.627	0.027	0.287
Demographic and cost service pressures in Adult Social Care and Adults Learning Disabilities	11.100	4.000	4.000	4.000	4.000
Demographic and cost service pressures for Looked After Children and Care Leavers	1.467	0.750	0.750	0.750	0.750
Sustainable Social Care Programme	(1.000)	(1.000)	(1.000)	(1.000)	(1.000)
Investment in modernisation and IT & D	0.000	0.500	0.500	0.500	0.500
Income Pressures	0.880	0.650	0.150	0.150	0.150
Demographic and cost service pressures for all other services	2.144	0.750	0.500	0.500	0.500
Service pressures - specific grants	0.170	0.155	0.140	0.125	0.110
Savings in 4 year Service and Financial Plans	(12.338)	0.000	0.000	0.000	0.000
Change in contribution to/from reserves	(4.103)	2.461	0.000	0.000	0.000
Budget Gap	0.000	(9.145)	(7.007)	(6.258)	(6.419)
Budget Requirement C/Fwd	203.583	211.740	217.125	222.652	228.327
Funded by:					
Revenue Support Grant	6.523	6.523	6.523	6.523	6.523
Tariff Payment	(1.165)	(1.188)	(1.212)	(1.236)	(1.261)
Locally retained Business Rates	57.244	58.395	59.713	61.060	62.437
Business Rates Levy payment	(0.137)	0.000	0.000	0.000	0.000
Business Rates Collection Fund Deficit	(2.084)	0.000	0.000	0.000	0.000
Council Tax Collection Fund Surplus	(0.477)	0.000	0.000	0.000	0.000
Council Tax - General increase	143.679	148.010	152.101	156.306	160.628
Total Funding	203.583	211.740	217.125	222.652	228.327