



**Brighton & Hove
City Council**

**POLICY & RESOURCES COMMITTEE
ADDENDUM**

29 November 2013

4.00PM, THURSDAY, 5 DECEMBER 2013

COUNCIL CHAMBER, HOVE TOWN HALL

ADDENDUM

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FINANCIAL MATTERS	
75. TARGETED BUDGET MANAGEMENT (TBM 7)	1 - 6
Revised Appendix 4 to the report of the Executive Director for Finance & Resources (copy attached).	
<i>Contact Officer:</i>	<i>Jeff Coates</i> <i>Tel: 29-2364</i>
<i>Ward Affected:</i>	<i>All Wards</i>
76. BUDGET UPDATE AND SAVINGS 2014/15	7 - 132
Report of the Executive Director for Finance & Resources (copy to follow).	
<i>Contact Officer:</i>	<i>Mark Ireland</i> <i>Tel: 29-1240</i>
	<i>James Hengeveld</i> <i>Tel: 29-1242</i>
<i>Ward Affected:</i>	<i>All Wards</i>

New Capital Project Approval Request				
Service:	Adults Provider			
Project title:	Belgrave Centre – Link extension			
Total Project Cost (All Years)	£150,000			
Purpose, benefits and risks:				
<p>As part of the related schools project, Connaught Day Centre will be moving to Belgrave Centre to allow for expansion of school placements across the city. This capital scheme is for works at Belgrave Centre to link two buildings together to accommodate the move from Connaught Day Service to Belgrave Centre.</p>				
Capital expenditure profile (£'000):				
Year	2013/14	2014/15	2015/16	TOTAL
Revenue Contributions	100	0	0	100
Other (please state) - See Financial implications	50	0	0	50
Total estimated costs and fees	150	0	0	150
Financial implications:				
<p>£0.100m funding has been identified from the Children's General Fund budget underspend as a contribution towards the capital scheme with the remaining £0.050m to be transferred from the Craven Vale Capital project managed by Adult Services. Additional funds may be required once the tender has been finalised due to lift access at Belgrave Centre which will need to come from within the Adult Services budgets.</p>				

New Capital Project Approval Request				
Service:	Schools			
Project title:	Hillside School extension 2013			
Total Project Cost (All Years)	£250,000			
Purpose, benefits and risks:				
<p>At present the only access to the rest of the school from the reception is through the main school hall which is a teaching space and lunchtime canteen. The building extension is to provide weatherproof access from the reception to the rest of the school, move the door to the Deputy's office from the main hall to a corridor and improve the administration offices and reception. In addition, the school meals kitchen will also be updated. The work will lead to improvements in teaching & learning by providing uninterrupted teaching and lunch sessions in the main hall, create a more welcoming reception for visitors with space for wheelchair users, provide more suitable office accommodation and improve the school meals kitchen, which is very outdated.</p>				
Capital expenditure profile (£'000):				
Year	2013/14	2014/15	2015/16	TOTAL
Grant - Devolved Formula Capital	6	0	0	6
Borrowing	115	0	0	115
Revenue Contributions	129	0	0	129
Total estimated costs and fees	250	0	0	250
Financial implications:				
<p>The school will fund £0.135m through a combination of revenue contributions and Devolved Formula Capital. The balance of £0.115m will be financed from borrowing over a 10 year period. Financing costs associated with the borrowing have been factored into the school budget.</p>				

New Capital Project Approval Request				
Service:	Schools			
Project title:	Hove Park Learning Transformation – iPad project Phase 2			
Total Project Cost (All Years):	£200,000			
Purpose, benefits and risks:				
<p>Hove Park school aims to use the project to provide a pathfinder for other schools in Brighton and Hove, providing free support in all aspects of planning, training and delivery to other LA schools. In addition, the school is in the process of placing its curriculum materials on-line as ‘iTunes U courses’. Hove Park is the first local authority school in the world to be given a public site on iTunes U in order that it can freely share its learning materials with pupils, parents and other schools. Over the next two years, working in partnership with Apple and a number of other English schools it aims to have published courses covering the whole curriculum. The school received a loan of £0.200m last year in order to upgrade its infrastructure to support the project launch. The second phase request is to provide a loan to spread the cost of the introduction of the devices to students in all years in one go. The loan will enable the school to spread the cost of this model of introduction over 5 years. The costs covered will include the provision of essential equipment to staff, the cost of subsidies given to parents with more than one child and the support provided to parents to spread the cost of payments.</p>				
Capital expenditure profile (£'000):				
Year	2013/14	2014/15	2015/16	TOTAL
Borrowing	200			200
Total estimated costs and fees	200			200
Financial implications:				
<p>The school has modelled the financial implications of the project into the whole school budget. The provision of a loan of £0.200m this year will enable the school to spread the cost of its introduction over 5 years. The cost of loan repayments and the on-going costs of the refresh of ICT equipment and management of the project in coming years have been built into budget planning. No further grant or loan support will be needed to sustain the project in future years.</p>				

New Capital Project Approval Request				
Service:	Seafront (Sport and Leisure)			
Project title:	Volks Railway Solar Project			
Total Project Cost (All Years):	£1,005,418			
Purpose, benefits and risks:				
<p>The Volks Electric Railway (VER) is a much loved historic attraction, owned and operated by BHCC. A development project has been created which seeks funding from the Coastal Communities Fund to turn VER - the world's oldest operating electric railway - into the world's first, entirely solar-powered electric railway. The project proposal includes an array of five iconic 'solar trees' and a landscaped 'solar park' area and a new custom built all-weather train to enable the railway to operate all year round. The project will contribute to the sustainable economic future of VER and the city through investing in this heritage attraction; bringing it up to date with an innovative approach to support the ongoing regeneration of Madeira Drive which has been identified as a priority for the seafront. The scheme will provide greater capacity for job creation in the visitor economy and act as a catalyst to stimulate greater investment in the green economy, in particular the renewables sector. A stakeholder mapping exercise was undertaken as part of the bid and, along with many others, stakeholders from the VERA, Madeira Drive businesses, Chamber of Commerce and the City Sustainability Partnership all expressed positive interest and support.</p>				
Capital expenditure profile (£'000):				
Year	2013/14	2014/15	2015/16	TOTAL
Grant – Coastal Communities Fund	57	888	60	1,005
Total estimated costs and fees	57	888	60	1,005
Financial implications:				
<p>The £1.005m Coastal Communities Fund contribution, if successful, will provide capital investment for a renewable energy product and new custom built all-weather train. Investment will also be made into renewable energy in particular solar trees and a solar park area to support the running of the railway. This investment will provide efficiency savings in running costs associated with the railway as well as providing carbon reductions and therefore the council's Carbon Reduction Commitment costs. Furthermore, the funding will finance the purchase of a new custom built all-weather train which will provide increased income streams associated with ticket sales. The increased ticket sales will meet any additional running costs such as salaries. Further work will be required to determine the running costs and ticketing income associated with the new scheme. A separate bid has been submitted to the Heritage Lottery Fund for much needed investment in the train shed and the outcome of this will be reported when a decision is made which is</p>				

expected to be in the summer of 2015.

New Capital Project Approval Request

Service:	Policy, Performance & Communities			
Project title:	Grant to voluntary & community organisations from number plate sale			
Total Project Cost (All Years):	£82,000			
Purpose, benefits and risks:				
<p>Full Council agreed to use this resource to support the community and voluntary sector. Work is underway, as part of our Financial Inclusion Strategy, to establish a central Advice Hub for the city and it is anticipated this resource would be used to support this initiative. Work is currently underway with partners to explore options and we anticipate being able to make a decision on the project within the next 12 months.</p>				
Capital expenditure profile (£'000):				
Year	2013/14	2014/15	2015/16	TOTAL
Capital Receipts from the sale of assets	82			82
Total estimated costs and fees	82			82
Financial implications:				
<p>Funded from capital receipts from the sale of the civic number plate.</p>				

Subject:	Budget Update and Savings 2014/15		
Date of Meeting:	5 December 2013		
Report of:	Executive Director of Finance & Resources		
Contact Officer:	Name:	Mark Ireland	Tel: 29-1240
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Ward(s) affected:	All		

Note: The special circumstances for non-compliance with Council Procedure Rule 3, Access to Information Procedure Rule 5 and Section 100B(4) of the Local Government Act 1972 (as amended), (items not considered unless the agenda is open to inspection at least five days in advance of the meeting) were that some of the key financial information could not be updated until the in-year budget monitoring report elsewhere on the agenda had been completed.

FOR GENERAL RELEASE

1. PURPOSE OF REPORT AND POLICY CONTEXT:

- 1.1 This report sets out initial proposals for the General Fund Revenue Budget and Council Tax for 2014/15. As last year, information is being provided as early as practicable to enable effective scrutiny and consultation to take place and inform final proposals for the February 2014 Policy & Resources Committee. It also provides an update on the Capital Programme, schools funding and Housing Revenue Account.
- 1.2 The July 2013 Policy & Resources Budget Update and Process report outlined the budget setting process in the context of ongoing substantial reductions in central government grant funding. It explained how closer links would be made between the corporate plan priorities and in February the updated Corporate Plan will be brought forward alongside the updated Medium Term Financial Strategy.
- 1.3 The proposals presented here do not fully meet the currently estimated budget savings requirement for 2014/15 and further work will be required to ensure that a balanced budget can be set.
- 1.4 A revised set of proposals will be presented to Policy & Resources Committee on 13 February 2014 taking into consideration the feedback from the engagement, consultation and scrutiny processes and the most up to date financial information. The final responsibility for agreeing the council's budget for 2013/14 rests with Full Council when it meets on 27 February 2014.

2. RECOMMENDATIONS:

That the Committee: –

- 2.1 Notes the updated forecasts for resources and expenditure for 2014/15 and an estimated budget savings requirement for 2014/15.
- 2.2 Notes the indicative allocations of one-off resources for 2014/15 set out in table 1 subject to the identification of sufficient further one-off resources to fund the proposed allocations.
- 2.3 Notes the revised savings targets for 2014/15 and considers the budget strategies and detailed savings proposals relating to the General Fund for 2013/14 shown in appendix 5 and approves their release for the scrutiny review.
- 2.4 Notes the update on the HRA budget set out in paragraph 3.36.
- 2.5 Notes the summary Capital Investment Programme set out in paragraphs 3.40 to 3.45 and appendix 6.

3. CONTEXT/ BACKGROUND INFORMATION

Structure of the report

- 3.1 The report provides full information on function and funding changes and other legal and financial matters that have resource implications for the 2014/15 budget. The full set of information provided in this report is listed here as an aid to navigation:
 - **Resources and Local Financial Settlement updates** - updates are given on the latest position regarding government grant announcements and anticipated changes to the method of funding local authorities;
 - **Council Tax Freeze Grant** – information is provided about recent government announcements;
 - **Taxbase and Other Funding Changes**– information about taxbase estimates and other funding changes is provided at appendices 2 and 3;
 - **Latest Position 2013/14** - a detailed report elsewhere on the agenda sets out the latest revenue and capital expenditure and income forecasts for the current year based on actual spending data for the first 7 months which are also summarised here;
 - **Reserves Position** - a re-assessment is included of the level of reserves available to fund one-off items of expenditure and / or provide short term support for the budget;
 - **Fees & Charges** - information on changes to fees and charges is provided in summary and in more detail in the Budget Strategy appendix 4;

- **Service Pressures** - information on specific investment in services, i.e. 'Service Pressure funding', is provided in summary and in detail in the Budget Strategy appendix 4;
- **Budget Savings Requirement** – summary information on the projected level of savings required is provided together with detailed service strategies and savings proposals at appendix 5;
- **Options to address the Budget Gap** – information on options and processes for identifying the remaining savings requirement for 2014/15 is provided;
- **Staffing Implications** – summary staffing implications are provided based on the best information available at the time of publishing the report;
- **Housing Revenue Account** – a summary of the HRA position is provided;
- **Capital Programme** – implications for the capital programme and latest resource information are given;
- **Timetable** – the timetable leading up to Budget Council on 27 February 2014 is set out;
- **Community Engagement & Consultation** – feedback on the wide range of consultation undertaken to date together with information on further consultation is provided;
- **Budget Strategy and Proposals** – these key elements of the budget report are set out in appendices 4 and 5.
- **Appendices** – the full set of detailed appendices including Equality Impact Assessments is listed at the end of the main report.

Resources update

- 3.2 The Department for Communities & Local Government (CLG) issued various technical consultation papers at the end of July 2013. The most significant from a resources perspective covered the Local Government Finance Settlements for 2014-15 and 2015-16 and proposals to top slice the New Homes Bonus for the Local Growth Fund.

Provisional Local Government Finance Settlement for 2014/15 and 2015/16

- 3.3 The Chancellor of the Exchequer is due to make his autumn statement on the national budget on 5 December 2013 and on the same day the Office of Budget Responsibility (OBR) will publish its economic and fiscal outlook. The provisional Local Government Finance Settlement for 2014/15 and 2015/16 depends upon spending and funding totals set out in the Autumn Statement so cannot be announced until at least one week later.
- 3.4 However the consultation paper issued in the summer helpfully set out provisional spending control totals and exemplified the impact on individual

authorities for the next 2 years. These showed that the assumptions and projections for 2014/15 set out in the July budget update report were correct, however, the funding reductions for 2015/16 are about 15% rather than the 10% set out in the Spending Round announced by the Chancellor at the end of June. This means that about £3.3m additional savings will need to be identified in 2015/16 bringing the savings target to £25.9m. More information has also been released on future levels of specific grants which are now forecast to be £0.6m lower than anticipated increasing the savings target to £26.5m.

Council Tax Freeze Grant

- 3.5 New freeze grant funding has been announced for both 2014/15 and 2015/16 equivalent to a 1% increase in council tax for those councils who freeze their council tax in 2014/15 payable for 2 years and a similar grant for councils who freeze their council tax in 2015/16. It is unclear whether any freeze grant funding will continue beyond 2015/16. It was also confirmed that council tax could not be increased by more than 2% without securing confirmation from a local referendum. Higher thresholds may apply to Police and Fire Authorities.
- 3.6 Full Council on 27 February 2014 will determine both the budget and council tax for 2014/15 but the resource forecasts shown in this report assume that council tax will increase by 2% next year. A decision to freeze the council tax in 2014/15 will require an additional £0.8m recurrent savings to be identified and agreed for next year and further increase the savings needed in 2016/17 of £1.2m if the new council tax freeze grant ends.
- 3.7 The Local Government Chronicle has undertaken a recent survey of authorities asking them whether they intend to increase their council tax next year or accept the Government freeze grant funding. Based on 142 responses the survey indicated that approximately one third of authorities would reject the freeze grant, a significant increase on previous years. In particular 75% of County Councils said they will reject the freeze grant. For Unitary Councils 41% said they would accept the freeze grant, 37% said they would reject and 22% remain undecided.

Taxbase and other funding changes

- 3.8 This Committee is statutorily required to agree both the council tax base for 2014/15 and a forecast of business rates for 2014/15 by the end of January and detailed reports will be presented for consideration at the January meeting. Details of taxbase estimates and other funding changes impacting upon the General Fund and schools are given in appendices 2 and 3.
- 3.9 The taxbase forecasts both show a significant improvement for next year generating additional resources of approximately £3.37m although business rates remain hard to predict and in-year collection of council tax is currently 1% lower than last year which is consistent with other unitaries. The main reasons for the improvement are:
- A decrease in the numbers claiming council tax reduction which is consistent with improvements in local employment levels.

- Proposed changes to council tax property discounts set out in detail in a report elsewhere on the agenda.
- A reduction in the provision for successful business rates appeals based on the actual appeals settled in the current financial year and recently received appeals data from the Valuation Office Agency (VOA).
- An improvement in the business rates baseline due to improvements in the local economy. In addition there is a further forecast increase to cover a range of initiatives that will be explored by officers to ensure that the current register fairly reflects the businesses operating within the city.

3.10 The Government proposes to top slice £400m of New Homes Bonus (NHB) funding nationally in 2015/16 to create a Local Growth Fund for Local Enterprise Partnerships (LEP) to allocate for local housing and growth priorities. CLG have indicated that the top slice will be about 35% of the total NHB awarded to each authority in 2015/16. Forecasts show that the 65% retained by the council in that year will only be sufficient to cover existing commitments to support the current revenue budget and therefore the forecast NHB of £680,000 for 2014/15 can only be used to fund one-off expenditure. It is unclear how much NHB will be retained by councils after 2015/16.

Latest Position 2013/14

- 3.11 The month 7 Targeted Budget Management (TBM) report elsewhere on the agenda shows a projected overspending of £1.762m on council controlled budgets and projected overspending of £0.283m on the council's share of NHS controlled s75 services. This assumes an estimated £1.9m pay and pension provisions held in contingency will be transferred to reserves to support future restructures and or anticipated increases in the pension contribution costs. The overall overspend is an improvement since month 5 was presented to the Committee in October. Executive Directors will continue to keep the position under close scrutiny and will take appropriate action to reduce spending, manage vacancies and develop financial recovery plans where necessary.
- 3.12 However at this stage resources need to be set aside to cover this overspend to avoid impacting on the 2014/15 position and the table 1 in the section on reserves shows how this can be managed.

Reserves Position

- 3.13 The working balance is planned to be maintained at £9m over the next 3 years of the Medium Term Financial Strategy. Determining the appropriate levels of working balance requires a professional judgement based on local circumstances including the overall budget size, risks, robustness of budget estimates, major initiatives being undertaken, budget assumptions, levels of other earmarked reserves and provisions, and the council's track record in budget management. The consequences of not keeping a minimum prudent level of balances can be serious. In the event of a major problem or a series of events, the council would run a serious risk of a deficit or of being forced to cut spending during the year in a damaging and arbitrary way.

- 3.14 The current level of balances has been based on the robustness of estimates information and the Corporate Risk Register. In addition, the other strategic, operational and financial risks taken into account when considering the minimum level of the working balance include:
- (i) The complexity and degree of uncertainty associated with planned economy and efficiency measures and/or service changes and the likelihood of achieving them in full;
 - (ii) The level of balances required to complement resources potentially available under the Bellwin Scheme for Emergency Financial Assistance to Local Authorities in the event of a major emergency;
 - (iii) Risks of rising demand, increasing costs and/or falling income due to economic conditions or potential legislative changes;
 - (iv) The risk of major legal challenges, both current and in the future;
 - (v) Risks in the financial inter-relationship between NHS partners and the council.
 - (vi) The need to retain a general contingency to provide against unforeseen circumstances that may arise. For example, delays in council tax billing which could arise from a major systems or power failure;
 - (vii) The need to retain reserves for general day-to-day cash flow needs.
- 3.15 In addition, the cash flow risk for unitary authorities is significant given the full range of services provided. Taking all of these factors into account, a £9.0m working balance is considered appropriate, representing about 4 weeks of council tax revenue.
- 3.16 The following table shows the projected general reserves position to 31 March 2014 assuming spending is in line with the latest projections for 2013/14 shown in the TBM month 7 report.
- 3.17 The table includes the potential release of specific reserves to support the 2014/15 budget with allocations identified in paragraph 3.19.

Table 1 - General Reserves	2013/14
	£'m
Unallocated general reserves at 1 April 2013	0.160
Estimated Collection Fund surplus for 2012/13 and 2013/14	1.464
Estimated New Homes Bonus for 2014/15	0.680
Estimated refund of Revenue Support Grant in 2014/15 to reflect the top slice for New Homes Bonus funding in the national grant settlement was overestimated by the Government	0.779
Total Resources	3.083
Commitments	
TBM Month 7 forecast overspend (incl. share of NHS S75 services)	-2.045
Fund part year effect of 2014/15 savings	-0.732
Saltdean Lido matched contribution	-0.020

Rugby World Cup	-0.200
Balance of one-off resources	0.086
Indicative allocations for 2014/15:	
Implementation funding for Adult Social Care reforms	-0.500
Support the capital investment programme	-0.680
One off risk provision	-1.000
Additional contribution to Modernisation Fund	-0.250
ICT short term resources for contract pressures	-0.300
Resources to be identified	-2.644

3.18 The table above includes the following commitments : -

- The month 7 forecast overspend of £2.045m will need to be financed from one off resources. Pressure to reduce this overspend will continue in order to minimise this impact.
- The budget proposals included in appendix 5 require one off resources of £0.732m because the lead-in times, primarily due to consultation requirements, mean that not all the proposed savings for 2014/15 can be delivered from 1 April 2014.
- The Saltdean Lido report elsewhere on this agenda details a proposed £0.020m contribution towards the Saltdean CIC's redevelopment project to match the contribution by Lewes DC.
- Policy & Resources committee on the 29th November 2012 approved a commitment of £0.2m to support the Rugby World Cup 2015 bid.

3.19 The indicative allocations for 2014/15 are proposed for the following reasons:

- The scale of the Adult Social Care Reforms and the lack of certainty about the adequacy of funding to support those changes mean that one off resources have been set aside as part of this budget setting process to support the changes. This is explained in more detail in appendix 3.
- The one-off New Homes Bonus funding has been set aside to support the pressures on the capital investment programme.
- A one of risk provision has been set aside to address one off or short term risks to the council's budget not identified at budget setting time.
- The resources set aside so far for the Modernisation Fund are fully committed in 2014/15. Further expansion of the VfM programme is likely to require additional one off investment as is workforce development and training to support the culture change aspects of the Modernisation programme.
- Budgets for certain ICT contracts are currently insufficient. These are being formally reviewed with a view to considering a different sourcing model. Short term resources have been identified to bridge the gap while those options are explored and the financing will need to be revisited in 2015/16.

Fees & Charges

- 3.20 In recent years the consumer price index has been increasing by over 3% per annum whilst the council had applied a standard rate of 2% and over time this difference has been harder to sustain. Fees and charges budgets for 2014/15 are assumed to increase by a standard inflation rate of 2.5% with the exception of parking charges which are planned to remain at 2013/14 levels, and parking charge notices (parking fines) where the levels of fines are set by government and cannot be changed independently.
- 3.21 The Council's Corporate Fees & Charges Policy requires that all fees and charges are reviewed at least annually and should normally be increased by either: the standard rate of inflation, statutory increases, or actual increases in the costs of providing the service as applicable. Non-statutory increases above the standard rate of inflation and/or changes to concessions or subsidies should be reported to and considered at the relevant service committee. Where appropriate, details of fees and charges changes for 2013/14 are therefore being presented to the relevant service committee prior to Budget Council. In addition, an overarching review of fees and charges is undertaken to ensure there is no disproportionate or cumulative equality impact of proposed changes to fees and charges on vulnerable, minority or other groups. This equalities impact assessment will be included with the Budget papers to this committee in February when all fees and charges will have been set.

Service Pressures

- 3.22 The budget estimates for priority service pressures have been reviewed since July and the latest estimates for demographic growth and other service pressures has been reduced down from £6.4m to £5.69m. The current trends on the council's corporate critical budgets have been taken into account in determining levels of service pressure funding. The detailed allocation of Service Pressures investments is set out in the Budget Strategy appendix 4.
- 3.23 The council is due to hear the outcome of the triennial review of the East Sussex Pension Fund on the 13 December 2014. The review will determine pension contributions made by the council for the next 3 years. Reviews completed in other parts of the country have shown a mixed picture with both increases and decreases in contribution rates. The budget projections contain provisions for pay and pay related matters which will cover a 1% increase in the contribution rate. The actual rates will be built into the budget estimates presented in February.

Budget Savings Requirement

- 3.24 Revisions to the budget assumptions have resulted in changes to the savings targets for 2014/15. The table below shows how the 2014/15 target has moved from £23.62m to £22.56m.

Table 2 – Revised 2014/15 Savings Target	£ m
Savings target at July Policy & Resources Committee	23.62
Change in inflation assumptions (parking charges)	0.53
Change to pay provision and inflation assumptions	-0.93
Adjustment to commitments for Concessionary Fares and financing costs	0.05
Reduction in service pressure assumptions	-0.71
Budget Savings Requirement	22.56
Less	
Actual Savings proposals 2014/15	-15.98
Full year effect of 2014/15 savings proposals funded by one off resources	-0.73
Estimated increase in Council Tax Base	-1.12
Adjustment to Class C exemptions (included in savings schedule)	-0.26
Estimated increase in share of Business Rate income	-2.00
Remaining budget gap 2014/15	2.47

- 3.25 For information, the latest estimate of budget savings required in 2015/16, assuming a 2% Council Tax increase, is £26.5m; an increase of £3.9m since the July report. The position for 2015/16 will be updated for February along with an updated Medium Term Financial Strategy subject to available information.

Budget Strategy

- 3.26 A summary table of the budget forecasts for 2014/15 is shown in appendix 1.
- 3.27 An overarching Budget Strategy and strategies for each main budget area and the detailed savings proposals are included at appendix 4 and 5 respectively. The General Fund savings proposals for 2014/15 total £16.0m in year and £16.7m in a full year with the difference funded by £0.7m reserves as shown in table 1.
- 3.28 There are some common themes across the proposals, which fit with the principles and process set out in the budget strategy at appendix 4.

Options to address the remaining budget gap

- 3.29 The remaining budget gap for 2014/15 is £2.47m assuming sufficient one-off resources can be identified. There a number of assumptions that need to be reviewed and updated between now and the revised report to Policy & Resources Committee on 13 February. These include but are not limited to:
- The provisional local government finance settlement;
 - The council tax base which will be set in January including assumptions about council tax reduction caseload, collection rates, student exemptions, single person discounts and increases in the property taxbase;
 - The NNDR forecast which will be agreed in January;
 - The Month 9 position on the 2013/14 TBM budget monitoring;
 - The Triennial review of the Pension Fund;

- The projections on the latest trends on corporate critical budgets and their implications for the levels of service pressure funding required and risk provisions required.
- 3.30 These updates could have positive or negative implications for the budget gap for 2014/15 and revisions or additions to the proposed savings may be required as a result. This is in addition to any changes that may be proposed following the further scrutiny, consultation and engagement processes. This report should be considered the start of that consultation process not the end.
- 3.31 A thorough review of the council's Value for Money Programme is being undertaken to consider how the current initiatives could be developed further and to propose new initiatives, drawing where possible from best practice in other local authorities. Options to deliver at least a further £2m savings will be drawn up for consideration.

Staffing Implications

- 3.32 The staffing budget for 2014/15 includes funding for a £7.65 living wage. An assumption of an increase of 1% in pay and 1% on the cost of pension contributions has been included.
- 3.33 At this stage in the budget process it is difficult to determine exactly how many staff may be affected by the proposals. A broad estimate is that in 2014/15 an estimated 100-150 posts may be removed from the council's staffing structure as a result of the savings proposals set out in appendix 5. However actual numbers will be dependent on the detailed options proposed and on the results of formal consultation where required. Some of these are already vacant and some will become vacant through normal turnover. Based on previous years' experience this is likely to account for at least half of the posts lost. As in previous years it is planned to minimise the number of staff at risk of redundancy through:
- Controlling recruitment and only making permanent appointments in exceptional circumstances and when all other alternatives have been exhausted;
 - Holding any vacancies available internally to increase the opportunities for re-deployment;
 - Minimise the use of interim or consultant appointments;
 - Limiting the use of temporary or agency resources.
- 3.34 These measures will continue as we work with trades unions and colleagues on the detailed staffing implications.
- 3.35 A Voluntary Severance Scheme will be accessible for staff in service areas subject to planned savings from redesign but there will not be an open scheme across the workforce. This is because it is only a few months since an open scheme was offered and it is felt that a more targeted approach to releasing staff in areas undergoing change is needed at this moment. It is also proposed to retain the previous enhanced terms compared to the council's normal redundancy provisions and a multiplier of 2 will therefore be applied to voluntary redundancy (not pension) entitlement to ensure the success of the scheme.

Housing Revenue Account

- 3.36 The Housing Revenue Account (HRA) is a ringfenced account which covers the management and maintenance of council owned housing stock. A local authority's HRA must be in balance meaning that the authority must show in its financial planning that HRA income meets expenditure and that the HRA is consequently viable. The introduction of self-financing of the HRA from 1st April 2012 means that the authority needs to ensure sufficient funds are available to meet the future management, repairs and investment needs of the stock. Self financing has given authorities the freedom to plan for the longer term and has given greater emphasis to the 30 year business plan.
- 3.37 The Commissioning framework for the HRA aims to reduce management unit costs to enable re-investment in services to reduce inequality (support) and make improvements to homes and neighbourhoods (investment). As the HRA is a ring-fenced account, any savings achieved are reinvested into council housing services. However, the significance of the HRA budget reaches beyond housing service provision and provides the opportunity to tackle inequality, create jobs and training opportunities, and improve the lives and well-being of residents. This in turn can reduce pressures upon social care and other General Fund budgets.
- 3.38 Benchmarking against comparator organisations and an analysis of the outcome of the Housing Quality Network (HQN) value for money review identified a savings target of £1.028m over 2 years to ensure that the service provides value for money. This is the second year of the programme, £0.590m was included in 2013/14 and a further £0.438m was originally planned for inclusion in 2014/15.
- 3.39 The HRA Budget proposals for 2014/15, including rents and service charges and an update to the Medium Term Financial Strategy, will be reported separately to, Housing Committee and Policy & Resources Committee in January and February 2014 alongside other planned consultation and engagement.

Capital Programme

- 3.40 As well as some significant funding issues in the short term the council is facing some major longer term capital investment challenges, not least the delivery of additional secondary school places and the major works needed to the seafront structures / infrastructure. Officers are working with external advisors to develop a longer term capital investment programme (up to 10 years) so that shorter term investment decisions can be made in the context of the longer term position. This work will also aim to:
- Ensure that the capital investment programme has clear links with the Corporate Plan, Revenue Budget, Reserves Strategy and Treasury Management Strategy.
 - Capture the contribution schemes make to the achievement of strategic objectives and the impact on the local economy including jobs, business rates and council tax income.

- 3.41 The projected capital programme and resources are included in the table in appendix 6; this includes all amendments highlighted in the TBM 7 report.
- 3.42 Grant is provided to the council as unringfenced funding with the exception of Devolved Schools Grant. New grants for education, transport, health and disabled facilities are projected to be £16.2m in 2014/15 but are subject to confirmation from the Government in December 2013. Education allocations for New Pupil Places were announced last December for a two-year period. The projected capital programme in appendix 6 includes education shortfall for investment in primary school places but does not include future year's shortfalls for secondary places. The programme also excludes potential capital pressures for investment in seafront infrastructure which could require up to £70m investment over a number of years.
- 3.43 The table shows a shortfall in funding of £4.3m over the 3 year period assuming planned net capital receipts of £21.9m over the 3 years are achieved.
- 3.44 The planned receipts includes disposals associated with Workstyles Phase 3 including the disposal of Kings House in 2015/16 to 2016/17. The planned receipts also includes potentially difficult disposals such as Patcham Court Farm and if this receipt is not realised the shortfall will increase by £3m.
- 3.45 Plans to address the shortfall include reviewing the current commitments in the planned capital programme to reallocate to priority areas, reprioritising the allocation of future capital grant funding allocations announced by the government in December 2013 and a review of reserves subject to priority pressures elsewhere in the budget. It is intended that the programme will, as in previous years, be cash-backed and not dependent on in-year receipts.
- 3.46 A detailed capital programme report will be presented to Policy & Resources Committee in February prioritising the limited capital resources available to the council given the risks associated with delivering the planned high level of capital receipts. The programme proposed will be a fully funded capital investment programme.

Timetable

- 3.47 The Timetable for budget papers is given below in table 3. This timetable does not include detailed plans for ongoing consultation with stakeholders and this will be determined in conjunction with those involved.

Table 3 - Remaining 2014/15 Budget Timetable		
Date	Meeting	Papers / Activities
5 Dec 2013		Autumn Statement
19 Dec 2013	Scrutiny	Scrutiny panels begin
Late Dec 2013		Provisional Local Government Finance Settlement
15 Jan 2014	Housing Committee	Housing Revenue Account Budget Housing Revenue Account Capital
16 Jan 2014	Policy & Resources	Taxbase report and Business Rates retention forecast

Table 3 - Remaining 2014/15 Budget Timetable		
Date	Meeting	Papers / Activities
13 Feb 2014	Policy & Resources	Month 9 Forecast of 2013/14 budget position General Fund Revenue 2014/15 Budget Housing Revenue Account Budget Housing Revenue Account Capital Programme Capital Programme
27 Feb 2014	Budget Council	

4. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS

- 4.1 The budget process allows all parties to engage in the scrutiny of budget proposals and put forward viable alternative budget and council tax proposals to Budget Council on 27 February. Budget Council has the opportunity to debate the proposals put forward by the Committee at the same time as any viable alternative proposals.

5. COMMUNITY ENGAGEMENT AND CONSULTATION

- 5.1 The scale of the savings required for 2014/15 and future years, after taking into account anticipated cost and demand pressures, will have increasingly significant implications for services and the way they are commissioned and delivered. This is likely to carry higher risks for the impact on service delivery than in recent years and requires effective consultation and engagement on not only service changes but financial planning over the medium term. The approach to budget consultation and engagement was set out and approved by Policy & Resources Committee in July 2013.
- 5.2 The complexity of council finances and the very wide range of services provided means that consultation and engagement on the budget is inherently complex. This is because it is difficult to present the wealth of information in a concise, usable or understandable format to enable people to give their views or make informed choices. We have therefore tried different approaches in recent years to consult about spending but favour the following methods which are relatively clear and straightforward for residents to complete:
- A survey available online and on paper;
 - An online prioritisation tool.
- 5.3 The common themes emerging from these exercises are presented in appendix 8 to this report "Summary Report: Budget Consultation Exercises Autumn 2013". All the consultation and engagement feedback to date and over the coming weeks will be taken into account as the final budget proposals are developed.

Other consultation and engagement processes are as follows:

- 5.4 Key performance and comparative data covering the whole of the council's budget has been collated and reviewed by the cross-party Budget Review Group

alongside the developing budget proposals. The intention was to provide members with a more rounded, contextual and comparative view of the whole budget to help prioritise expenditure and/or options for savings. 6 sessions were held covering the key service blocks and the capital programme.

- 5.5 A number of scrutiny meetings have been set up in December and January following publication and consideration of this report. The initial scrutiny panel will focus on the link of budget strategies with the council's Corporate Plan and will then agree a small number of thematic areas to focus on. The Community & Voluntary Sector Forum (now Community Works) will be co-opted to the scrutiny panel.
- 5.6 Various other events including two meetings of the Older Peoples Council and a Youth Council event are planned and information is regularly shared with Strategic Partners and community groups to invite feedback.
- 5.7 A presentation has been made to the Economic Partnership linking the council's budget to the Economic Strategy and City Deal and this engagement was also undertaken with the City's Strategic Partnership. Formal consultation with business ratepayers and representatives of the wider business community will be scheduled in January 2014.
- 5.8 Engagement with statutory partners in the city is being undertaken on an ongoing basis through the City Management Board and a strategic finance event will be held on 17 December to further share and understand the financial position across all sectors including considering the potential cumulative impact of budget proposals across the city.
- 5.9 A number of methods to improve communication and engagement with staff have been put in place including using the monthly briefings from the Executive Leadership team and all staff roadshows. Full formal consultation with Staff and Unions will be undertaken as normal including Departmental Consultative Group (DCG) meetings in early December 2013 followed by appropriate consultation with directly affected staff under the council's Organisation Change Management Framework.
- 5.10 A further update of the feedback and results from the online budget prioritisation tool and online and paper surveys will be included in the February budget report.

6. CONCLUSION

- 6.1 The council is under a statutory duty to set its budget and council tax before 11 March each year. This report sets out the latest budget assumptions, process and timetable to meet the statutory duty.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 These are contained within the main body of the report.

Finance Officer Consulted: James Hengeveld

Date: 22/11/2013

Legal Implications:

- 7.2 Policy & Resources Committee has responsibility for formulating budget proposals for adoption by the Council. The matters set out in this report form part of the process for developing the budget framework. The process itself conforms with the council's budget and policy framework procedure rules. The legal implications in relation to any potential Council Tax Referendum, any staffing changes or other elements of the budget that are proposed to be taken forward will be considered alongside the development of the proposals and addressed as part of the final report for decision

Lawyer Consulted: Elizabeth Culbert

Date: 27/11/13

Equalities Implications:

- 7.3 In Brighton & Hove City Council a Budget Equality Impact Assessment (EIA) screening process has been used to identify the potential disproportionate impacts of proposals on groups covered by legislation (the 'protected characteristics' in the Equality Act 2010). Assessing the potential positive and negative impact of decisions on different equality groups is a key part of meeting the requirements of the Act, and demonstrating that we are doing so. EIAs are important for informing decision-making, increasing opportunities for positive benefits and reducing or removing negative impacts, specifically where they affect one or more groups disproportionately, and especially where they may be unlawful.
- 7.4 All service areas that have identified proposals with a potential equalities impact have completed an EIA, included at appendix 10, and this is cross-referenced within the savings proposals. The Communities and Equalities Team have undertaken an overarching cumulative impact assessment which is attached at appendix 9. The full documents are available on line. An overarching staffing EIA will be completed alongside the formal consultation process on staffing changes and feedback will be provided in the February report. A cumulative impact assessment on fees and charges will also be undertaken as the detailed proposals are presented to service committees.
- 7.5 When the budget proposals are made public, these EIAs will also be circulated widely to stakeholders. Feedback will be used by officers to revise the Screening EIAs into final versions which will be available to members and scrutiny as they consider the budget proposals. They will also be published on the council website.

Sustainability Implications

- 7.6 A carbon budget has been set for 2014/15. This shows the level of spend on energy and the estimated carbon emissions across each carbon budget area and includes a planned 4% reduction in 2013/14 and again in 2014/15. This modest target will be challenging to meet on the basis of the current approach to carbon management.
- 7.7 Carbon budgets provide the organisation with a framework of accountability for reducing carbon emissions from our buildings, street lights and fleet. They were

first introduced in 2012/13 and supported by actions plans that set out how carbon budgets are to be achieved and these plans are reviewed and challenged once a year. The council spends around £7.5m each year heating and lighting its buildings, lighting our neighbourhoods and travelling around the city to deliver key services. With rising energy and fuel prices and the purchase of annual Carbon Reduction Commitment allowances, the business case for reducing carbon emissions is clear.

- 7.8 To make significant savings in carbon emissions a different approach is required and the One Planet Zero Carbon approach provides a fresh focus to carbon management. Energy efficiency scoping work is underway for a set of key corporate buildings to help identify a programme of investment. Planned maintenance programmes for corporate and school buildings each year address key energy saving initiatives including oil to gas conversions and improvements to insulation. Housing's rolling investment programme for communal lighting and lifts continues to improve the overall efficiency of buildings. In addition there will be long term investment in more energy efficient street lighting funded from Local Transport Plan resources. There will be a clear focus placed on reducing carbon emissions from buildings through the Workstyles phase 3 programmes reducing both the total number of buildings occupied by the council and also ensuring improved energy efficiency in the retained buildings.
- 7.9 The Council's 2012/13 Carbon Reduction Commitment footprint accounted for 23,452 tonnes of CO² from council buildings for which the council purchased £0.281m worth of CRC allowances at £12 per tonne. This was 275 tonnes less than in 2011/12. From 2014/15 allowances will rise to £16 per tonne.
- 7.10 Non half-hourly electricity prices increased by 15% at the beginning of April 2013, half-hourly electricity and gas prices increased by 10% and 7%, respectively, in October 2013.
- 7.11 The Council's carbon budget data update is detailed in appendix 7 and profiles the spend and CO² carbon footprint for 2012/13 across the council and sets out the targets for 2013/14 and 2014/15.

Any Other Significant Implications:

Risk and Opportunity Management Implications:

- 7.12 The budget proposals include recurrent risk provisions of £2m and one off risk provision of £1m. These will need to be reviewed again in the light the month 9 TBM position. The budget report to February Policy and Resources committee will include the Chief Finance Officer's formal assessment of the robustness of estimates in the budget and the adequacy of reserves.

SUPPORTING DOCUMENTATION

Appendices:

1. Budget Summary for 2014/15
2. Council Taxbase, Business Rates and New Homes Bonus Grant
3. Schools, Social Care & Health Integration and Welfare Reform
4. General Fund Budget Strategy
5. Budget Strategy for each main budget area and detailed savings proposals 2014/15
6. Summary Capital Investment Programme 2014/15 to 2016/17
7. Carbon Budget for 2014/15
8. Summary Report: Budget Consultation
9. Cumulative Equality Impact Assessment

Documents in Members' Rooms

1. Appendix 10 - Budget Equality Impact Assessment Screening Documents (also available online)

Background Documents

1. Budget files held within Financial Services and Strategic Finance
2. Consultation papers

2014/15 BUDGET - Budget changes from 2013/14 to 2014/15

Appendix 1

	2013/14 Revised Base £'000	Internal Transfers £'000	Reverse one-off allocations £'000	2013/14 Adjusted Base £'000	FYE of 2013/14 Savings	Inflation £'000	Service Pressures	Commitment s and reinvestment £'000	VFM & Other Savings £'000	2014/15 Original Budget £'000	Increase over adjusted base £'000	Increase over adjusted base %
Adult Services	74,439	574		75,013	(475)	1,144	1,500	-	(5,376)	71,806	(3,207)	(4.28)
Public Health	1,763	(17)		1,746	-	21	-	-	(193)	1,574	(172)	(9.85)
Children's Services	58,650	(628)		58,022	-	825	1,500	-	(4,704)	55,643	(2,379)	(4.10)
Environment, Development & Housing	45,475	(1,038)	(375)	44,062	(100)	684	1,140	-	(2,622)	43,164	(898)	(2.04)
Assistant Chief Executive	11,680	111	(325)	11,466	-	(27)	20	66	(730)	10,795	(671)	(5.85)
Finance & Resources and Legal & Democratic	35,541	416	(100)	35,857	(77)	97	835	(11)	(2,256)	34,445	(1,412)	(3.94)
Total Directorate Spending	227,548	(582)	(800)	226,166	(652)	2,744	4,995	55	(15,881)	217,427	(8,739)	(3.86)
Concessionary Fares	10,144	-		10,144		202	-	169	-	10,515	371	3.66
Insurance	3,167	-		3,167		17	-	-	(100)	3,084	(83)	(2.62)
Financing Costs	9,721	-		9,721			-	(166)	-	9,555	(166)	(1.71)
Corporate VFM Savings	(927)	1,446		519	(500)	(19)	-	-	-	-	(519)	(100.00)
Contingency and Risk Provisions	5,131	(829)	(1,525)	2,777		1,081	100	(258)	-	3,700	923	33.24
Unringfenced grants income	(15,478)	-		(15,478)			500	2,276	-	(12,702)	2,776	(17.94)
Levies to External Bodies	158	-		158		3		-	-	161	3	1.90
Other Corporate Budgets	(2,186)	(35)		(2,221)		(21)	100	18	-	(2,124)	97	(4.37)
SAVINGS GAP	-	-		-		-	-	-	(2,471)	(2,471)	(2,471)	-
NET REVENUE EXPENDITURE	237,278	-	(2,325)	234,953	(1,152)	4,007	5,695	2,094	(18,452)	227,145	(7,808)	(3.32)
Contributions to/ from(-) reserves	(9,139)	-	2,325	(6,814)	1,152			5,238		(424)	6,390	(93.78)
BUDGET REQUIREMENT	228,139	-	-	228,139	-	4,007	5,695	7,332	(18,452)	226,721	(1,418)	(0.62)
Funded by												
Formula Grant/Revenue Support Grant	77,652			77,652						62,759	(14,893)	(19.18)
Business Rates Local Share	42,234	1,996		44,230						54,765	10,535	23.82
Top Up Grant	1,581			1,581						1,629	48	3.04
Safety Net Grant	3,970	(1,996)		1,974						-	(1,974)	(100.00)
Collection Fund surplus/(deficit)	-			-						1,464	1,464	-
Council Tax	102,702			102,702						106,104	3,402	3.31
Total	228,139			228,139						226,721	(1,418)	(0.62)

Appendix 2 – Council Taxbase, Business Rates and New Homes Bonus Grant

Council tax base and collection fund

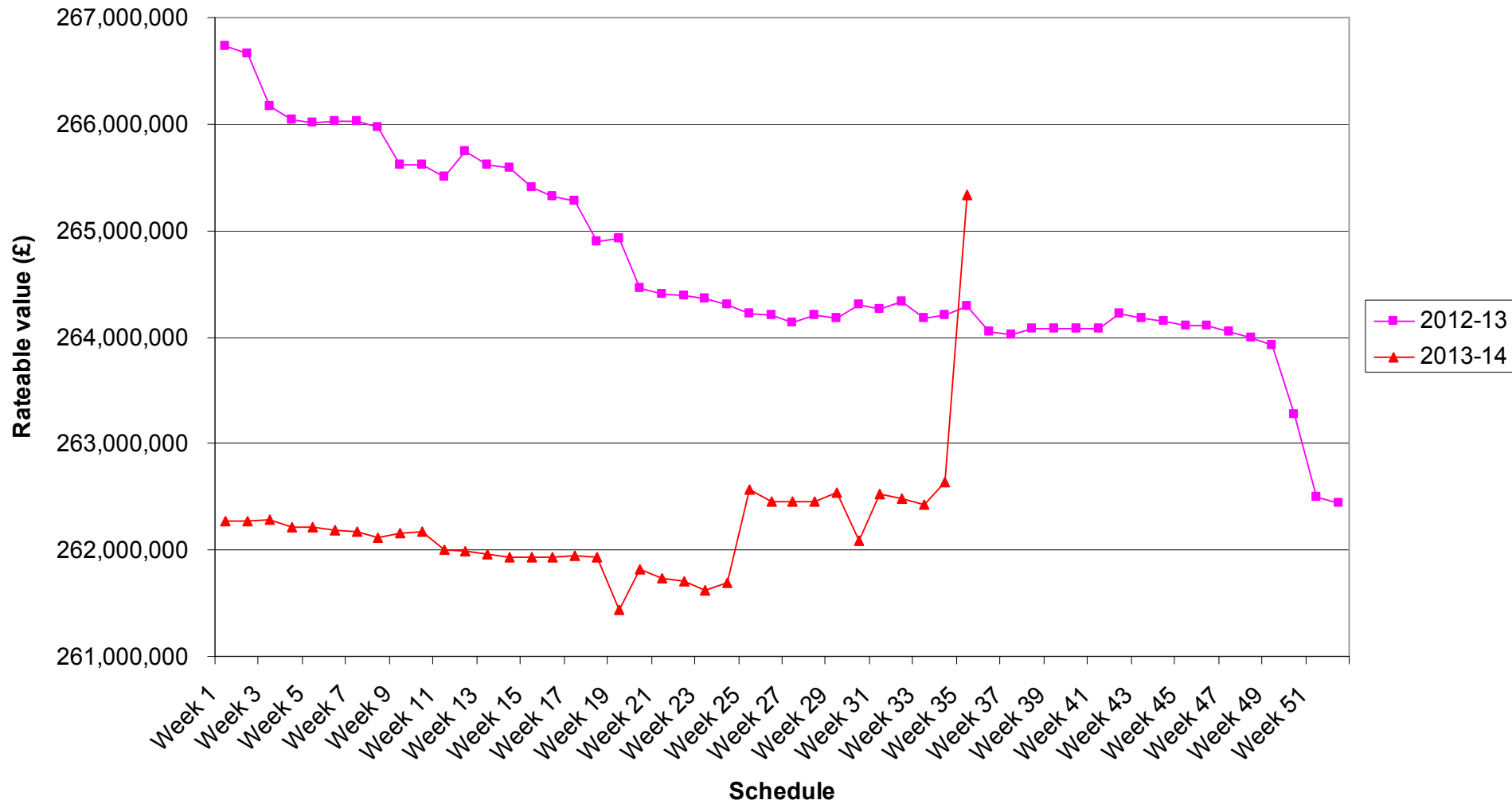
This Committee is required to agree the council tax base for 2014/15 by the end of January and a detailed report will be presented for consideration to the January meeting. This will incorporate any changes to council tax property discounts agreed at this meeting based on a detailed report elsewhere on the agenda.

The fall in the numbers in receipt of council tax reduction (CTR) is forecast to produce a significant in year surplus on the collection fund which when added to the actual surplus for last year totals £1.7m of which the council's share is £1.5m. However, in year council tax collection performance is currently about 1% below target. This is consistent with the performance of other unitary councils who have experienced a 0.9% reduction so far this year. The January report will need to address whether this reduction might impact on ultimate collection. At this stage it has been assumed that increased council tax from new property developments will to be offset by a continuing growth in single person discounts and student exemptions. Overall the projected taxbase for 2014/15 is higher due to the fall in CTR and a revision to the forecast impact of changes in other discounts. The higher taxbase will generate additional income to the council of about £1.1m next year.

Business Rates

Business rates has a much greater degree of volatility than council tax due to uncertainties surrounding properties coming off and being added to the rating list and the impact of successful appeals by businesses against their rateable value set at the last valuation in 2010 and in a few cases the 2005 list. Monitoring during 2012/13 showed a fairly consistent pattern of reductions in rateable value throughout the year due to successful appeals by businesses and landlords. However, the pattern is very different so far in 2013/14 with an overall increase in rateable value and fewer successful appeals. The table below shows the movement in rateable value in each year. Although it is forecast that the council will receive more business rates than expected due to a more buoyant business rates base and a lower provision for successful appeals, this income (approximately £4m of which the council's share is £2m) will be offset pound for pound by a reduction in safety net grant. Therefore there are no additional resources in 2013/14.

Total Rateable Value



Approximately 20% or £52m of the current rateable value of the city remains under appeal. The Valuation Office Agency (VOA) determines both the original valuation and the appeals process with no involvement from the council. The VOA has only recently provided the council with detailed statistical information on settled and outstanding appeals allowing insufficient time to compare the individual provisions made in the budget with the actual settlements so far this year. It is hoped to complete this work for the January meeting. Full provision for the impact of all future appeals and the backdated refunds will be made in the 2013/14 accounts and specialist advice will be sought on the appropriate provisions to make when the accounts are closed.

A provisional estimate for business rates has been made for 2014/15 which is £2m higher than the previous forecast. This increase reflects a number of issues all of which are hard to quantify:

- The key large developments included in the original forecast for Amex House (included in the above graph), Montefiore Hospital and The Keep will be added to register more or less as expected.
- There has been an unpredicted underlying growth (excluding appeals) in the rateable value of the city which based on developments currently in the pipeline is likely to continue.
- Reductions in rateable value due to successful appeals in 2013/14 have on average been settled at a 20% lower reduction than 2012/13.
- A work programme is currently being developed which will improve and update the existing business rates register to ensure that businesses within the city are being fairly and equitably treated. This programme will for example try to ensure that all businesses that should be paying business rates are on the register and those who claim charitable relief or discounts or exempts are properly entitled to them.

This forecast will be refined for the January report when the business rates forecast has to be agreed.

New Homes Bonus Grant

The New Homes Bonus (NHB) is a funding incentive for local authorities largely to facilitate the creation of new homes in their area and bring empty homes back into use. The provisional funding allocation for the fourth tranche is expected to be announced in December 2013. This will be based on two sets of data available to Government in October: increases in effective stock from council tax base returns and additional affordable homes from official statistics on affordable homes enhancements. Using the October data available it is expected that the council could receive circa £0.680m extra in 2014/15, of this £0.554m is from new properties, £0.112m from a reduction in long term empty properties and £0.014m from affordable homes delivered. The body of the report explains why this should be treated as one-off funding in 2014/15 because the Government intend to top-slice local authority NHB allocations in 2015/16 to create the Local Growth Fund.

Appendix 3 – Schools, Social Care & Health Integration and Welfare Reform

Schools Funding

For 2013/14 the Dedicated Schools Grant (DSG) was split into 3 notional blocks: schools, early years and high needs. The Department for Education (DfE) will continue the Minimum Funding Guarantee (MFG) at minus 1.5% per pupil in 2014/15.

Most of the arrangements put in place in 2013/14 will remain but the DfE is making some changes that are designed to further standardise the funding formulae that are in operation across the country.

The key changes being implemented in 2014/15 are as follows:

- Local Authorities (LAs) must ensure that at least 80% of delegated funding is allocated through pupil-led factors.
- The unit rates applied for age weighted pupil units must be set at a minimum of £2,000 for primary aged pupils and £3,000 for secondary.
- The primary low attainment factor will include those pupils who failed to achieve a good level of development in the 2013 assessments. This will only apply to this cohort; for older year groups in the school, there will still be the choice between using the thresholds of 73 and 78 points because they were assessed under the old profile (Brighton & Hove have opted to use 78 points).
- The secondary low attainment factor will now be based on the number of pupils not achieving level 4 in English or Maths at key stage 2. This is a change from the 2013/14 year where the measure was based the number of pupils not achieving level 4 in English and Maths.
- Local Authorities are now able to set different lump sums for primary and secondary schools. The maximum lump sum has now been set at £175,000. Brighton & Hove is proposing to continue to allocate a lump sum of £150,000 to all mainstream schools.
- Local Authorities may top slice the DSG to provide a falling rolls fund that may be used to protect schools with falling rolls where a population bulge is expected in the future, but where a good and necessary school currently has surplus places and faces an unmanageable funding shortfall in the short term. Brighton & Hove is not proposing to adopt such a fund but will, instead, should circumstances arise, consider using the schools' contingency budget for this purpose.
- Specialist Special Education Needs (SEN) places (units and facilities) in mainstream schools, whether filled or unfilled, do not count towards a school's pupil numbers for the purpose of calculating its budget through the funding formula. The change is to avoid double counting.
- The date for informing mainstream schools of their budget shares is being moved forward from 15 March to 28 February.

The Care Bill and the NHS/Social Care Integrated Transformation Fund

The Care Bill is currently in the House of Lords and is expected to receive Royal Assent some time in May 2014. It represents the most profound change to adult social care framework, since the National Assistance Act 1948. The bill will repeal most of the

legislation that has been implemented since then and will replace this with a range of new legislation and statutory guidance. The changes that will follow include:

- The cap on care costs proposed following the Dilnott review. The current level of the cap is being suggested at £76k over a person's lifetime and is based on a financial assessment – depending on whether they receive residential or home based support.
- A requirement for councils to assess on an annual basis all adults who receive care to determine whether their needs meet the national eligibility criteria. The national criteria are expected to be broadly in line with the council's current local eligibility criteria which is based on critical or substantial needs.
- All eligible adults will need to have a Care Account set up so that the council can track their spend (against agreed cost profiles) and determine when they meet the cap. This will mean an annual assessment and review process for a much wider group of adults than is currently the case, including those self-funding their residential or home based care. These changes are being planned to commence in April 2015, with assessments of current self funders commenced in 2014/15.
- Putting safeguarding of adults on a statutory footing.
- New rights and entitlements for carers to receive appropriate assessment of their needs and support.

The long term financial consequences for the council are impossible to assess at this stage and will depend on the national funding model, the city's demographic profile and the wealth of residents, particularly in terms of property values. However there are substantial costs that need to be incurred now to ensure that the system can operate from 1 April 2015, including increased resources for assessment of both care and finance needs, technological investment to establish the Care Accounts and effective communications.

As well as the care cap there are other important changes in the Care Bill including putting safeguarding of adults on a statutory footing, with the bill carers will have new rights and entitlements to receive appropriate assessment of their needs and support by new burdens funding from central government, there is always a real risk that this will be insufficient to meet the costs.

In the July Spending Review, the government announced £3.8bn per annum nationally from 2015/16 for an Integrated Transformation Fund (ITF) across adult social care and health. £1.9 billion of this funding is already in local authorities in the existing NHS Funding for Social Care or in other sources of grant funding such as Carers Grant and Disabled Facilities Grant. The council needs to have joint plans with the clinical commissioning group (CCG) on how we will collectively spend this money. This funding is an ambitious programme to better join up health and social care in order to reduce pressure on the acute sector – in particular emergency admissions. The requirements are still emerging for this funding but it certainly includes 7 day a week working across the health and social care system. It will cover the range of services that support discharges from hospital and prevent admissions especially out of hours, require whole systems change across local authority boundaries and will be dependent on improved information sharing across health and social care. The City expects to receive approximately £1 million in 2014/15 to support preparations for 2015/16. We believe 50% will be received at the start of the year with the remainder based on performance.

The scale of these changes and the service, financial and reputational risks associated with them are enormous. If successful then the ITF in particular could be a crucial part of the council's response to dealing with ongoing funding reductions and pressures on adult social care and should lead to lower numbers of individuals in long term residential and nursing home care. If it proves more challenging to deliver the required results then the council potentially could see increased financial risks, particularly if the NHS and the acute hospital trust are unable to show the anticipated savings on which the funding transfer to the council so depends.

One off resources of £0.5m has provisionally been set aside in the council's budget to facilitate the changes from the Care Bill and ITF changes, some of which is likely to be covered by new burdens funding from government but there is too much uncertainty for a change of this scale for the council not to plan ahead and set aside funding to ensure it can be implemented effectively.

Welfare Reform, Universal Credit and Housing Benefit

The government's welfare reforms are wide ranging in scope with a range of impacts on the council. The local council tax reduction scheme which replaced council tax benefits is set out elsewhere on this agenda and the implications have been factored into the assessment of the council taxbase. During 2013/14 the benefit cap was introduced which limits the amount of overall benefit a family receives to £500 a week, or an individual to £350. In most cases the effect of this limitation is a reduction in Housing Benefit.

A cross council team have been working together to support those households affected by the benefit cap, for example providing additional support in accessing employment and childcare and short term financial support has been provided to those meeting the qualifying conditions through the Discretionary Housing Payments Fund. The current intervention model appears to be successfully preventing additional households from presenting as homeless or leading to children entering the care system, however this may not be sustainable longer term and the council may either need to continue to provide additional assistance or support these households to find cheaper accommodation outside the area if they are unable to access employment. The Social Housing Sector Size Criteria was also introduced in 2013/14 and the Housing Revenue Account is needing to take into account the impact of this on rent collection. Ongoing restrictions on increases to housing benefit are likely to have the strongest impact in the private rented sector. The service pressures assumptions for 2014/15 include an additional £750,000 for homelessness prevention and support which is mainly focused on providing additional units of temporary accommodation.

The introduction of Universal Credit is no longer on the government's original timetable. While delays that help ensure effective implementation are to be welcomed there is a risk that these create additional financial pressures for the council. Administration of housing benefit is funded by specific grant from the Department for Work and Pensions (DWP). Its costs have long outstripped its funding – in the latest national comparative figures available, 2012/13 national Housing Benefit Administration expenditure was expected to be 74% higher than the grant (102% in London and 69% in Unitary authorities) and for Brighton & Hove this was 98% - representing a subsidy from the council's General fund of an estimated £3m. The administration grant continues to be subject to reductions, 10% for 2014/15 and yet the delays to the implementation of Universal Credit alongside reforms mean that efficiency savings of this magnitude are

increasingly challenging. For example as individuals find they need to take more than one job or find themselves moving in and out of work more frequently so their circumstances require more frequent reassessing from a benefits perspective. This adds additional cost and complexity that will only be resolved at the point at which Universal Credit is introduced. In 2014/15 the gap between expenditure and income for Housing Benefits for Brighton & Hove is estimated to increase to £3.4m – a direct subsidy from the council's General Fund to deliver a DWP programme. While the council continues to review and benchmark its service against comparable local authorities, there is no evidence at the moment that this is out of line with others.

General Fund Budget Strategy

Strategic Financial Context

- 1.1 The position regarding local authority funding over the next 5 years will clearly be challenging as central government continues to closely manage the deficit reduction programme. The Local Government Association has provided local authorities with a future funding model that shows that unless cost pressures across social care, waste and energy are managed very effectively, local authorities will find it increasingly difficult to provide funding for the wide range of services currently provided. The government's intention is for local government to become increasingly self-sustaining by relying on local sources of income rather than central government grant. Even if cost pressures are contained and councils make progress towards being more self-sustaining, many local authorities, including Brighton & Hove, will also need to look at alternative options for the commissioning and delivery of services and make difficult decisions about priorities.

Key Aspects of the Council's Budget Strategy

- 1.2 The council's budget strategy must necessarily work within both the short and medium term financial contexts. The Council must, statutorily, approve an annual budget including levels of council tax and determine the council taxbase and council tax reduction scheme each year. However, the council's Medium Term Financial Strategy ensures that a longer term view is also taken and that decisions for the next year are also taken in that context.
- 1.3 The council has developed its budget savings proposals with a longer term view of the direction of services in mind. This is detailed in the relevant service budget strategies in appendix 5. For example, it would be counter-intuitive to make savings or reductions in certain preventive services where it is known or likely that longer term costs would be greater. This applies particularly in social care and public health but also in areas such as ICT infrastructure and some income generating services.
- 1.4 The budget strategy includes a mixture of council-wide approaches, for example the Value for Money Programme, and individual service changes, for example, fees and charges reviews. However, proposals in the 2014/15 budget have been made as a result of taking into consideration the following principles:
- Corporate Plan Priorities: all savings and investments are developed in the context of how they can support one or more of the four Corporate Plan priorities. Savings proposals that would undermine or put at high risk the achievement of these priorities have not been put forward unless alternative service provision or other mitigating measures have been identified as part of the proposal. The detailed budget strategies in appendix 5 provide more detail on how service proposals support Corporate Plan priorities.

- Value for Money benchmarking: the budget process this year included a review of the whole council budget including information about spending, staffing and, critically, comparative value for money performance. The latter focused on both financial and non-financial performance compared, wherever possible, with the 'Nearest Neighbour' group (statistically) of unitary authorities or other suitable comparators. This has enabled both elected members on the Budget Review Group and senior officers to understand how services compare on both cost and performance terms to better inform decisions and choices.
- Partnership and Community working: partnership working with the statutory and third sectors is becoming increasingly important to ensure that there is an effective and efficient mixed economy of provision across the city. Strategic Partnerships are of vital importance to improve health, safety and well-being across the city and this has more recently been cemented by government policy in relation to the integration of health and social care. All sectors realise that minimising duplication as well as improving economy and efficiency across services is critical to maintain services in future and achieve priority outcomes. Where relevant, budget proposals are therefore developed in partnership through appropriate engagement and consultation.
- Commissioning approach: linked strongly to partnership working but also applicable more generally is a strengthening commissioning approach. Very substantial sums of public money are spent on public, private and third sector services and contracts to provide necessary services. However, commissioners are increasingly focusing on improving commissioning across public agencies and other sectors, strengthening the specification and monitoring of outcomes expected, improving procurement processes, and driving better value for money. Many of the proposed savings in the 2014/15 budget relate directly or indirectly to enhanced commissioning activity and a more robust approach.
- Service viability – models of delivery: both value for money benchmarking and/or other factors help improve our understanding of where some services may struggle to be financially viable over the medium term without looking carefully at their business model and/or model of delivery. This can apply to services that rely on income generation but also on those where costs are comparatively high, often due to local factors. Similarly, some services may need significant investment in order to secure long term financial sustainability or to maintain performance. The council's medium term financial outlook may mean that some services will have to look at other delivery models in order to generate income, attract investment, or maintain services. Some budget proposals are included with a view to exploring alternative delivery models.
- Invest to save: the budget strategy is increasingly focused on an 'invest-to-save' approach linked to the Capital Investment Programme and the MTFs. There are investments planned in ICT infrastructure, Workstyles and digital customer services which will not only help the council to

modernise services but will also help deliver productivity and efficiency savings over the medium term. Investment in preventive services, and project and programme support will also help delivery of corporate priorities and reduce costs over the longer term. Budget strategies in appendix 5 identify where services plan to maintain or increase investment to achieve greater savings in the long term and/or better outcomes.

- Cross-cutting initiatives: to support the savings in the budget strategy and the MTFS, services will need to look much harder at areas where working together and joining forces can help to reduce costs, generate income, or improve customer service. Some examples of cross-cutting areas currently being worked on across the council include:
 - The provision of Services to Schools (and Academies);
 - Digital Customer Experience – a programme of improvements across the council to improve digital services, reduce costs and improve services;
 - Extra Care & other housing provision for vulnerable adults and children involving council services, partners and other providers;
 - Debt collection and recovery linked to financial inclusion which involves working across a wide range of services;
 - Voluntary and third sector service provision – particularly across social care, public health, community safety and Assistant Chief Executive services;
 - Reviewing council-wide organisational design including management and administration functions and structures, flexibility of job roles (job families), performance management and use of ICT;
 - Business Process Improvement (BPI) – primarily in support of the roll-out of services affected by the Workstyles programme but also more generally to provide tools to any service needing to improve its business processes;

Key aspects of the strategy are set out in more detail below.

Value for Money Programme

- 1.5 The council's Value for Money approach has successfully promoted and embedded a value for money culture across all services and has delivered very substantial financial gains as well as non-financial benefits. The programme includes significant modernisation programmes affecting almost every area of the council and ranging from service transformation in social care services to procurement efficiencies and savings in management and administration costs.
- 1.6 Investment in supporting resources for the VFM programme is critical for delivery of these financial gains. Principally, investment is used to secure sufficient temporary project management, expert advice, business analysis or other skills to enable programmes to move forward at a fast pace. The

programme is also supported by the Programme Management Office which holds a small pool of project management expertise which is efficiently managed and allocated to various related corporate priorities and VFM projects as the need arises. Additional one off resources of £0.250m have been included in the budget for 2014/15 to ensure that progress continues at the same rate

- 1.7 In the current financial year 2013/14 the VFM Programme is expected to achieve approx £9.981m against an original target of £10.315m. Children's Services are expected to exceed their target by over £1m due to their approach on focusing on prevention and strengthening processes. For the 3-year period to 2013/14, the VFM Programme has exceeded the original revenue target of £18.855m by £3.905m. Further VFM savings of £9.911m are expected to be deliverable in 2014/15.
- 1.8 There are related capital and revenue investments for the Workstyles VFM programme and the ICT Investment Strategy, both of which are critical to modernisation of the council and achieving greater efficiencies in the medium term.
- 1.9 Opportunities for other value for money gains will be considered to identify further savings for the medium term. External advisers are currently being commissioned to review the opportunities available to the council through:
 - Improved 'Demand Management' – consideration of what drives the demand for services and how that can be appropriately managed;
 - Potential service delivery model savings opportunities e.g. advice on efficient legal and financial delivery models including trading operations;
 - Cross-cutting savings opportunities – there may be further opportunities for more organisation-wide savings and efficiencies that the council has not yet taken advantage of compared to other organisations;
 - Staffing productivity and efficiency – the council has developed an approach for Business Process Improvement (BPI) reviews but has not considered or quantified a programme of savings from BPI to date;
 - Organisational design including structural design, hierarchies, management layers, etc.
- 1.10 External advisers can bring industry-wide intelligence as well as an independent view of value for money. The successful advisers will be required to define a high level VFM savings plan over the medium term financial strategy (MTFS) period.
- 1.11 The financial gains on current and planned VFM projects are set out in the table below.

VFM Project	2013/14 Forecast (Month 7) £m	2014/15 Savings £m
Adult Social Care	2.284	3.220
Children's Services	3.707	2.539
ICT	0.181	-
Procurement & Contracts	1.396	2.144
Workstyles/Corporate Landlord	0.440	0.382
Business Process Improvement *	0.320	-
Accelerated Service Redesign **	1.374	-
Management & Administration Savings *	0.149	-
Client Transport	0.130	-
Total VFM Projects	9.981	8.285

* Further savings in these areas are likely to be quantified later as part of a review of the council's VFM opportunities. See paragraph 1.10

** There is a further £1.626m budgeted savings from accelerated service redesign that was not achieved in 2013/14 that will need to be delivered in 2014/15

Fees and Charges Approach

- 1.12 Fees and charges are a very important source of income to the council and represent approximately 1/3rd of General Fund resources, enabling important services to be sustained and provided. A wide range of services are funded or part-funded from fees and charges and are included in the reports detailed below. The budget strategy aims to ensure that fees & charges are maintained or increased as a proportion of gross expenditure through identifying income generating opportunities, ensuring that charges for discretionary services or trading accounts cover costs (e.g. building control and licensing), and ensuring that fees & charges keep pace with price inflation and/or competitor and comparator rates.
- 1.13 In recent years the consumer price index has been increasing by over 3% per annum whilst the council had applied a standard rate of 2% and over time this difference has been harder to sustain. Fees and charges budgets for 2014/15 are assumed to increase by a standard inflation rate of 2.5% with the exception of parking charges which are planned to remain at 2013/14 levels, and penalty charge notices (parking fines) where the levels of fines are set by government and cannot be changed independently.
- 1.14 The Council's Corporate Fees & Charges Policy requires that all fees and charges are reviewed at least annually and should normally be increased by either: the standard rate of inflation, statutory increases, or increases in the costs of providing the service as applicable. The strategy in recent years and

going forward focuses on benchmarking fees and charges with comparable public or private sector provision to ensure services maintain or improve value for money. Non-statutory increases above the standard rate of inflation and/or changes to concessions or subsidies should be reported to and considered at the relevant service committee. Where appropriate, details of fees and charges changes for 2014/15 are therefore being presented to the relevant service committee prior to Budget Council as shown below.

Fees & Charges Area	Meeting	Date
Adult Social Care Non-residential care services	Adult Care & Health Committee	20/01/14
Children & Young People	Children and Young People Committee	13/01/14
Private Sector Housing – HMO Licensing	Housing Committee	Mandatory licences set January 2011 for 5 years Additional Licences set June 2012 for 5 years
Royal Pavilion and Museums	Economic Development & Culture Committee	Admission fees for 2014/15 set 20/09/13 Other fees & charges 23/01/14
Venues	Economic Development & Culture Committee	23/01/14
Libraries	Economic Development & Culture Committee	23/01/14
Seafront and Outdoor Events	Economic Development & Culture Committee	23/01/14
Highways	Environment, Transport & Sustainability Committee	14/01/14
Environmental Health, Trading Standards, Planning and City Parks	Environment, Transport & Sustainability Committee	14/01/14
Licensing and Enforcement	Licensing Committee	14/01/14
City Services	Policy & Resources Committee	16/01/14
Housing Revenue Account	Housing Committee	15/01/14

Investing in Priorities - Service Pressure Funding

1.15 The budget strategy provides for continued investment in areas that will:

- support the achievement of Corporate Plan priorities, in particular tackling inequality through providing for vulnerable adults, children and young people;
- enable further value for money and savings to be levered in through invest-to-save proposals;
- meet known demographic or other exceptional cost pressures to avoid severe impacts on front-line service budgets.

1.16 The budget estimates for service pressures have been reviewed since July and the latest estimates for demographic growth and other service pressures has been reduced from £6.400m to £5.695m. The current trends on the council's corporate critical budgets have been taken into account in setting the service pressure assumptions. The proposed allocation of Service Pressure investments to cover eligible demographic and cost pressures is as follows:

Service Pressure Investment Area	Amount (£m)
Children's social care: to protect investment in preventative measures including Early Help	1.500
Adult social care: particularly in relation to demographic pressures on Learning Disability transitions and demands across mental health services	1.500
Homelessness: in relation to increased numbers of acceptances and rising prices of accommodation	0.750
Investment priorities within ICT: the additional costs of information security compliance and software licensing	0.750
Mitigating the impact of reductions in centrally-held unringfenced government grants	0.500
Alleviating various income pressures	0.250
Travellers Service: reflect the ongoing increased costs of the service	0.100
Provision for rising energy costs	0.100
Funding of the Carbon Reduction tariff to support sustainability and avoid impacts on critical service budgets	0.100
Funding for a range of other unavoidable pressures across services	0.145
Total Service Pressure Investment	5.695

Summary

1.17 The General Fund Budget Strategy above describes the approach and context within which savings proposals in the 2014/15 budget have been

developed. More detailed service budget strategies are provided at appendix 5 together with detailed savings proposals.

- 1.18 The council's Corporate Plan and Medium Term Financial Strategy (MTFS) are currently being revised and will further set out the approach over the longer term and will be presented to the February Policy & Resources Committee.

Appendix 5

Budget Strategy: Adults Services

Strategic Financial Context and Direction of Travel

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

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

- Demographic changes in the population of Brighton and Hove with:
 - a reducing number of people aged over 65, but an increased proportion of people aged 85 plus with high and complex needs;
 - a growing number of young adults with a higher complexity of need including mental health, substance misuse and homelessness.
- Major changes in the legislation and funding of social care. The Care and Support Bill puts the 'safeguarding' of vulnerable adults into a legal framework. There are other aspects of the draft bill including well-being, advice and information, national eligibility criteria, portability of assessment, the support needs of broader communities and legal entitlement of informal carers. All these will place additional or enhanced responsibilities on the council's social care duty.
- Additional duties linked to the final outcomes of the Dilnot report and implementing a 'cap' on care costs. This will require the authority to keep care accounts for self funders and imposes a duty to assess self funders. This will place significant additional demands on social care services.
- Government proposals on Integration with Health. The Integrated Transformation Fund (ITF), detailed in the government's spending review, requires local authorities to work with key partners on delivering key performance targets. These include minimising delayed transfers of care, and admission avoidance. These will demand a greater level of integration regarding how care in the community is delivered.
- Increased public expectations regarding the quality of care against growing public concern about the actual quality of care.

A key focus in adult social care services has been on commissioning. The majority of care services have been contracted out to the private and voluntary sector. We have carefully considered the unit cost and the value for money that services offer through our Commissioning Programme. Aligned to this, over recent years a significant procurement programme has been

undertaken to improve value for money, including home care, community meals, and accommodation services.

Where services are still provided in-house we need to demonstrate the rationale for retaining these services, focusing on their effectiveness and efficiency, and how they complement other provision in the city. We have reduced our in-house provider service over the years where this has provided value for money opportunities, but still retain a significant level of provision in relation to people with a learning disability and have been taking opportunities to improve efficiency and deliver savings whilst sustaining service quality. Our in-house care management services have undergone a significant restructure alongside the council's 'workstyles' programme which has delivered efficiencies and savings against improved outcomes.

Charges to service users for services are made in accordance with the national Fairer Charging guidance and related regulations. Councils do have some element of discretion in relation to charges for community based services, and local charges are comparatively higher in relation to many services. There is limited scope therefore to increase charges further.

The success of our budget strategy so far has enabled the council to maintain eligibility criteria under Fair Access to Care at the current level – i.e. “substantial and critical” – rather than to tighten this further. This is important as it is likely the Care & Support Bill will set national criteria at this level.

Delivering the Corporate Plan

Tackling inequality

Adult Social Care services remain focused on supporting the most vulnerable people in the city, promoting independence to enable people to fulfil their potential. Working with colleagues in mental health services under Section 75 Health Act arrangements, we work and support people with the most complex needs in the city through a range of interventions from a clinical nature through to helping people get back to work.

Further work on options for supporting the homeless community and those in temporary accommodation are under development, and we are working with the Stronger Families, Stronger Communities teams.

We will work with colleagues to look at low level prevention services across the council to promote social and financial inclusion.

Engaging people who live and work in the city

This year we held our first City Summit - a stakeholder event which brought together 80 representatives including those receiving services, informal carers and interested citizens. The event supported them to share their views on social care and identify the key areas they would like to see improved or developed. The event was supported by over 20 volunteer facilitators from across the council and the voluntary sector. In tandem with the event over 20 information stalls on local services were open to all. The event linked into the

production of our second annual Local Account (a public document that was based on the outcomes from user and carer surveys alongside performance information) and our involvement in the national Making It Real programme, a user led programme to promote genuine personalisation of services. We have developed an action plan in response to these events to enable a 'you said, we did' approach to this engagement.

There are also a range of regular forums with care providers across the city which promote a partnership approach, provide an opportunity to share best practice, enable commissioners to share their plans and ensure a dialogue on key issues.

Commissioners are working on producing a robust market position statement for the end of the year which will clarify to the sector and the public the areas we are planning to develop and those areas where we are looking to reduce our commissioning activity.

Annual surveys of service users and bi-annual carers' surveys are undertaken in line with national requirements; this information is benchmarked and used to inform service improvement and development.

All significant commissioning plans are informed by the views of people who use services.

Modernising the council

Service redesign and business process improvements have delivered efficiencies. Opportunities for a joint approach to prevention with Public Health need to be explored and for there to be a more systematic approach to commissioning, procurement and contract management across Public Health, Communities, Housing and Children's Services.

Key Aspects of the Budget Strategy

The budget strategy supports delivery of the Corporate Plan, however the financial position will require strengthened commissioning and integration with health partners, greater consistency in meeting statutory assessed needs and a continuing challenge to the value for money of all services. This will reduce the level of service received by some client groups where these are above statutory assessed needs but will ensure equality of service across client groups. Other approaches are:

- We will encourage people to take up personalised services, including the use of direct payments.
- We will review local service provision to enable people placed outside the city to have the opportunity to receive services locally, linked to a full understanding of the quality and cost of such services.
- We will continue to use our effective reablement and telecare services to support people to live at home, optimising their capacity to live

independently. We will also recommission community equipment services jointly with the NHS during 2014/15.

- We will work with the care sector on care home fees to inform decisions on levels of fees.
- We will continue to explore models for providing care, looking for opportunities that provide better outcomes and a more efficient service, both within the council and through other providers. For example, we will continue with the day services review and be clear about the role of in-house services within this. We will also explore other opportunities that the Care & Support Bill may offer to support our overall budget strategy.
- Similarly, we will explore the business case for our Able & Willing service and look to see if there are opportunities for this to become financially sustainable; if not, alternative options for re-providing this service will need to be considered.
- We propose to stop the non-statutory Employment Service and work with other providers in the city to ensure there is appropriate capacity and support into employment to meet the needs of people with a learning disability.
- We will work with other services such as Public Health and Communities to deliver wider efficiencies in the commissioning process using more innovative procurement vehicles such as the commissioning Prospectus approach. Through this work we will also seek to develop a co-ordinated approach to preventive services and promoting community involvement in the care and support of people with social care needs.
- We will sustain and keep under review the robust Care Governance arrangements that have been developed over the past 3 years to promote and assure ourselves of service quality. To date these have helped maintain service quality across the city.

Service Area : ADULTS SERVICES

Service (including brief description)	Gross Budget £'000	Net Budget £'000	Total Establishment FTE	Description of Saving Opportunity	Impact on Outcomes / Priorities	Equalities Impact Assessment	Savings identified 2014/15 £'000	Full Year effect of 2014/15 savings £'000
Adults Assessment								
Learning Disabilities (LD)-Residential. Community Care Services provided by the Independent Sector to meet assessed needs.	13,797	12,693	n/a	Target all out of city placements with a purpose of bringing people back into supported living in the City. This will not only generate significant savings but it will reduce the risk of local places being taken up by other authorities where there is a possibility that the cost of care could later be passed to Brighton & Hove. Consider alternative models of care to include supported living.	Will deliver equality of levels of service across client groups by bringing expenditure on Learning Disabilities in line with other client groups.	EIA No. 1	1,270	1,270
Learning Disabilities(LD)-Home Care & Direct Payments. Community Care Services provided by the Independent Sector to meet assessed needs.	9,081	8,579	n/a	Implement Resource Allocation System (RAS), increase number of Direct Payments, achieve a 10% reduction on the budget by reviewing all care packages and ensuring only assessed needs are met.	Will deliver equality of levels of service across client groups by bringing expenditure on Learning Disabilities in line with other client groups.	EIA No. 2	730	730
Older People-Residential/Nursing(includes Older People with Mental Health needs (OPMH)). Community Care Services provided by the Independent Sector to meet assessed needs.	22,211	10,254	n/a	Reduce number of placements and the Cost of Out of Area Placements. Ensure all appropriate funding is available through targeting following a review. Continue to promote reablement and telecare to support people to stay in their own homes longer and to reduce the number of admissions into residential and nursing care. Identify alternative housing solutions where possible.	Those assessed against eligibility criteria will still receive care. Location of services and funding streams may vary.	EIA No. 3	1,150	1,150

Service Area : ADULTS SERVICES								
Service (including brief description)	Gross Budget £'000	Net Budget £'000	Total Establishment FTE	Description of Saving Opportunity	Impact on Outcomes / Priorities	Equalities Impact Assessment	Savings identified 2014/15 £'000	Full Year effect of 2014/15 savings £'000
Adults with Mental Health-Home Care & Direct Payments. Community Care Services provided by the Independent Sector to meet assessed needs.	791	473	n/a	Meet assessed needs, increase Direct Payments and identify community based options.	Those assessed against eligibility criteria will still receive care. Location of services and funding streams may vary. These services are delivered jointly with Sussex Partnership Foundation Trust under S75 arrangements.	EIA No. 4	70	70
ALL COMMUNITY CARE-across all client groups. Fees for services provided by the Independent Sector	incl above	incl above	n/a	Limited inflation increases on fees in view of the levels of increase in the last two years and ensure comparable with other authorities; increase targeted on specific areas in the care sector.	Those assessed against eligibility criteria will still receive care. Location of services may vary.	EIA No. 5	1,000	1,000
S75 SPFT Assessment Services. Assessment and Review staffing	3,306	2,855	50.1	Service Redesign to increase effectiveness of Interventions. Review to meet statutory functions (including admissions under the Mental Health Act) and deliver savings to the community care budget.	Reduced management oversight of cases and spend.	Not needed	56	56
Adults Assessment Total							4,276	4,276
Adults Provider								
Resource Centres Older People (Craven Vale, Knoll House, Ireland Lodge (MH), Wayfield Avenue (MH))	4,961	2,717	139.3	Make best use of in-house capacity through minimising voids. Ensure full recovery of health costs.	No expected impact on outcomes provided that full cost recovery of health costs is achieved.	Not needed	150	300
LD Accommodation Services. (14 services)	4,630	3,707	121.7	Commence Phase 2 of LD accommodation plan. Close some houses and commission alternative services to meet statutory assessed needs.	Those assessed against eligibility criteria will still receive care. Location of services and funding streams may vary.	EIA No. 6	150	300

Service Area : ADULTS SERVICES

Service (including brief description)	Gross Budget £'000	Net Budget £'000	Total Establishment FTE	Description of Saving Opportunity	Impact on Outcomes / Priorities	Equalities Impact Assessment	Savings identified 2014/15 £'000	Full Year effect of 2014/15 savings £'000
Home Care. (6 services including Independence at Home)	4,416	3,813	131.2	There has been growth in service through joint funding of the Independence at Home services that offer reablement services and maximise independence. The services provided at night and at New Larchwood offer a more traditional support service which is not part of the council core business. Can be provided by the independent sector.	The in-house service will focus on reablement homecare which maximises independence and reduces reliance on long term care. Services at New Larchwood and at night will be reviewed with a view to re-providing or stopping provision. Those who receive a service at night will continue to have assessed needs met but this may mean a change in the service provider. People living at New Larchwood will continue to receive services but this may be delivered by another provider.	EIA No. 7	150	150
Day Services-including LD day options and older people day services	2,005	1,782	64.8	Close some provision and commission alternative services to meet statutory assessed needs, maximise cost recovery/funding.	Service users will continue to receive a service during the day to meet their needs, and the assessed needs of their carers. The service may be different from the existing service, may be provided in another venue or through another provider within the voluntary sector.	EIA No. 8	300	300
Able & Willing (A&W) Supported Business	716	508	22.3	Plan to reduce the subsidy invested by the council in A&W by generating additional new business.	If the new business is not generated to balance the budget then this will result in the loss of some posts.	Not needed	125	250
Employment Support	223	223	6.0	Plan to reduce investment in the service by Adults Services. Investigate other opportunities in private and voluntary sector.	Impact on delivery of supported employment in the city.	EIA No. 9	50	100

Service Area : ADULTS SERVICES								
Service (including brief description)	Gross Budget £'000	Net Budget £'000	Total Establishment FTE	Description of Saving Opportunity	Impact on Outcomes / Priorities	Equalities Impact Assessment	Savings identified 2014/15 £'000	Full Year effect of 2014/15 savings £'000
Provider Management	602	599	13.5	Review management and administration across the service and across localities.	Reduced management oversight of service.	Not needed	50	50
Adults Provider Total							975	1,450
Commissioning & Contracts								
Contracts	2,504	2,239	n/a	Hold contracts at current prices as a result of procurement of home based services.	Opportunity through procurement to ensure contracts are outcome focussed.	EIA No. 5	85	85
Contracts Unit	365	319	7.2	Increase charges for non residential services above inflation.	Impact on service users through recovery of costs.	EIA No. 10	20	20
Commissioning	2,600	-1,872	20.0	Review non statutory services, fee assumptions and opportunities to combine with public health and communities in advance of grants prospectus.	Outcomes focussed approach remains.	EIA No. 5	20	20
Commissioning & Contracts Total							125	125
ADULTS SERVICES TOTAL							5,376	5,851

Budget Strategy: Public Health

This budget area also includes Community Safety and Emergency Prevention, Preparedness and Response (EPPR).

Strategic financial context and direction of travel

The Public Health spend is currently measured regularly against prescribed and non-prescribed functions aligned to the national public health outcomes framework, and it is anticipated that there will be additional future payments for achievement against the framework.

Currently, the Public Health budget is ring-fenced until April 2016 which provides a degree of stability, however there are financial pressures on the Community Safety budget, and to a lesser extent EPPR as for other General Fund services. Any savings identified within Public Health will be reinvested in eligible expenditure across council services.

A key plank of the Public Health strategy will be to work with other directorates to identify shared objectives and outcomes, particularly those identified in the Public Health Outcomes Framework, and develop joint working, including joint commissioning initiatives.

Further integration of community safety services with those of Public Health, Housing, Police, Children's and Adults services to reduce costs, increase value for money and contribute to the achievement of corporate outcomes.

We will continue to work with the Clinical Commissioning Group (CCG) to identify opportunities to jointly commission programmes for greater efficiency and effectiveness.

We will review the Public Health grant uplift with a view to maximising savings.

Delivering the corporate plan

Tackling inequality

Tackling inequality is the bedrock of much of public health and community safety. Significant areas of work include recommissioning tobacco control services and healthy weight management. The Health and Wellbeing Board has established reducing inequalities as an over-riding objective and will be monitoring progress on this throughout the year. The Public Health Outcomes Framework includes tackling inequality as a top line objective, and it is likely that any future public health premium paid to local authorities for good performance in public health will include some reference to reducing inequalities.

Creating a more sustainable city

The Public Health team works closely with colleagues across the local authority and beyond to create a more environmental, economic and socially sustainable city. The team will continue to work on several fronts this year, contributing to the review of the impact of the 20 mph speed limit, working with colleagues in housing including private landlord owned properties, and

undertaking health impact assessments on major planning initiatives. The team will also be progressing the work emerging from the Director of Public Health's Annual Report for 2012/13 – 'Happiness, the Eternal Pursuit' which links to the One Planet Living Framework where improving Health and Happiness forms a key programme of action.

Engaging people who live and work in the city

The success of most of the public health and community safety agenda is premised on successful community engagement. The team will be looking for improved synergies across the local authority with other departments who hold a similar remit on community engagement. Our joint strategic needs assessment work and our health and wellbeing strategy will continue to have explicit requirements for meaningful community engagement. We will continue to run public engagement campaigns around key strands of work, such as the recent successful Big Parenting Debate and the Big Alcohol Debate.

Modernising the council

As the public health team becomes established in the local authority we will be moving to a more local authority model of practice. The Public Health Team however do bring an established track record of annual appraisals, personal development plans and most recently for senior public health staff – revalidation. This approach ties in very clearly with the Values Framework which has been established within the local authority in the last year.

The team will continue to integrate public health principles and practice by extending the public health realm into the wider local authority.

Key aspects of the budget strategy

Tackling Inequality

Enhanced services: We will review enhanced service contracts with primary care/pharmacies to better address inequalities and to improve their flexibility and effectiveness. Consideration will be given to compiling initiatives into a single Public Health Local Enhanced Scheme (LES).

Tobacco control: There is a current service redesign ongoing in smoking cessation / tobacco control with new contracts in place from April 2014. Smoking cessation is considered one of the most cost effective interventions in public health, however, in the shorter term savings can be delivered by moving to a payment-by-results framework rather than fixed contract prices.

Weight management: The retender for Tier 2 Weight Management Services is underway. This is an opportunity to test the market and deliver more comprehensive services across the city within the existing budget. The new contract should be awarded in December 2013 for April 2014 implementation of new services.

Alcohol and substance misuse: The alcohol and substance misuse service redesign is underway and new contracts are planned to be in place in 2015.

There could be scope to jointly commission some areas with fellow commissioners within BHCC, or with commissioners in East and West Sussex local authorities.

Sexual health: The re-procurement for clinical sexual health services is also underway with new contracts due to commence in April 2015. This will provide the opportunity to improve value for money and performance and will investigate the possibility of introducing a local tariff for sexual health services. The procurement will involve a service redesign to provide a more integrated service which will reduce overheads and duplication.

Crime reduction: We will agree crime reduction and safety priorities with the Police & Crime Commissioner (PCC) which will secure PCC investment in those interventions which are of the highest priority for Brighton & Hove.

Victim and Witness services: We will identify early opportunities for joint commissioning with East and West Sussex including new commissioning arrangements for Victim and Witness services, which will lead to reduced costs and efficiency savings.

Creating a more sustainable city

One planet living: We will support the implementation of One Planet Living, in particular Principle 10 Health and Happiness. This includes several areas mentioned above as well as the following:

- **Mental wellbeing**: working jointly with the CCG to ensure that the care pathway for emotional health and wellbeing includes creative and effective opportunities for prevention as well as treatment services.
- **Physical activity**: With several contracts ending in 2015 including Bike It, Active for Life, Exercise Referrals and Healthwalks, there is potential to retender these services in partnership with co-commissioners in sustainable transport and sports development respectively.

Engaging people who live and work in the city

JSNA engagement: We will use the Joint Strategic Needs Assessment programme (JSNA), overseen by the Health and Wellbeing Board, to inform the further development and implementation of our budget strategy. Making effective use of engagement with local people is an integral part of the JSNA development.

NHS Health checks: We plan to review the current service with a view to reducing health inequalities as opposed to focusing on numbers offered and provided with a check.

Health at work: the current model is being reviewed to identify new opportunities for closer working across directorates for staff within the council and for wider initiatives throughout the city.

Modernising the Council

Resilience: We will continue to work with the Communities and Equalities team to eliminate duplication and reduce costs of commissioned neighbourhood services.

Improved commissioning: We will continue to build on the initial proposals identified at our Commissioners' Network Meeting to support other directorates delivering the wider public health agenda.

Service Area : PUBLIC HEALTH								
Service (including brief description)	Gross Budget £'000	Net Budget £'000	Total Establishment FTE	Description of Saving Opportunity	Impact on Outcomes / Priorities	Equalities Impact	Savings identified 2014/15 £'000	Full Year effect of 2014/15 savings £'000
Public Health								
Smoking & Tobacco	810	0	0.9	Re-tendering of service, and changing to Payment by Results.	Potential inability to meet any increase in demand for the service.	Not needed	20	20
Obesity services for adults and children, including community based programmes	683	0	1.8	Retender of service.	minimal impact.	Not needed	6	6
NHS Health Check Programme	440	0	1.5	Rework of current contract to focus on reducing inequalities could reduce costs and improve health outcomes. Support could come from PH budget uplift. New approach approved by PHE.	Expected to reduce inequality and improve health outcomes.	Not Needed	40	40
Physical Activity - a range of contracts aimed at increasing the activity levels of the least active adults and children	431	0	2.2	The development/ introduction phase for Refer-all has ended and a co-ordinator to 'roll the system' out is no longer necessary.	Physical activity is an important element of a healthy lifestyle, significantly reducing the risks of ill health and premature death.	Not Needed	19	19
Miscellaneous, Services described below including:	1,780	0	8.4					
General prevention activities: Healthy City Programme	incl in miscellaneous budget			Potential to: Discontinue WHO aspect - saving £5k p/a - payment will be due early 2014. Review steering group so no need for vice chair - saving £2k pa - could be done from Jan 2014.	From Jan 2014.	Not Needed	8	8
Public Health Total							93	93

Service Area : PUBLIC HEALTH								
Service (including brief description)	Gross Budget £'000	Net Budget £'000	Total Establishment FTE	Description of Saving Opportunity	Impact on Outcomes / Priorities	Equalities Impact	Savings identified 2014/15 £'000	Full Year effect of 2014/15 savings £'000
Community Safety								
Commissioning, co-ordination and delivery of core community safety and crime reduction services including, domestic violence, violence against women and girls, ASB and hate incidents, preventing radicalisation, youth justice, physical crime prevention, substance misuse and public engagement relating to community safety	1,289	1,254	16.0	A saving against rent costs has arisen due to sharing of premises with Children's Services who now occupy 70% of premises at 3 Palace Place.	No negative impact on outcomes and priorities.	Not needed	20	20
				Potential to reduce staffing costs by sharing performance and analytical capacity with Public Health. Two community safety staff to spend 30-40% of time on Public Health enables the forging of stronger links and opportunities between Public Health and Community Safety and jointly working on analysis, strategic assessments, policy and performance reports.	This could result in reduced capacity for performance monitoring and analysis within community safety and could impact on informed decision making by managers and less transparency with communities, but is likely to be managed within current resources.	EIA No. 11	20	20
				Potential to generate savings from new commissioning arrangements for IDVA and ISVA service, the existing levels of service to victims of domestic violence and sexual violence would be maintained.	No negative impact on outcomes and priorities.	EIA No. 11	20	20

Service Area : PUBLIC HEALTH								
Service (including brief description)	Gross Budget £'000	Net Budget £'000	Total Establishment FTE	Description of Saving Opportunity	Impact on Outcomes / Priorities	Equalities Impact	Savings identified 2014/15 £'000	Full Year effect of 2014/15 savings £'000
				Income generated by ASB staff to offset staff costs. ASB Team already provides some professional support and guidance to housing providers. This offer is being extended and formalised with the possible opportunity of recharging housing providers.	This will result in better outcomes for ASB and Hate victims in the city regardless of tenure.	EIA No. 11	5	10
				Potential to reduce staffing costs by sharing community engagement element of Prevent and Hate Crime staff costs with the council's Policy Team. Two officers with strong community engagement experience and strong links to BME, faith communities and disability to develop wider community engagement opportunities for community engagement element of Policy Team.	This will lead to improved performance relating to community engagement for the Policy Team. It could also lead to reduced engagement capacity for community safety and Prevent but this may be mitigated by reductions in overlaps.	EIA No. 11	15	20
				Third sector services to the street community are commissioned separately by police, housing, health and community safety. In the first instance a saving could be made on outreach work by community safety and housing jointly commissioning third sector providers to provide wrap around services to the street community.	More effective delivery on Cohesive and Safe Communities outcome.	EIA No. 11	20	20
Community Safety Total							100	110
PUBLIC HEALTH TOTAL							193	203

Budget Strategy: Children's Services

Strategic Financial Context

The budget strategy seeks to balance the statutory requirements on the council in relation to children and schools, including the priority to keep safe and achieve positive outcomes for children who are in vulnerable circumstances, with the need to make financial savings and deliver an effective and efficient service.

Children's Services is made up of three divisions:

- Children's Health, Safeguarding & Care has a net budget of £33.4m. It employs approximately 617 full time equivalent (fte) staff of which the largest group are qualified social workers. In addition, 5 fte staff are funded through the DSG. The division includes statutory social work teams, services for disabled children, children's centres and early years provision, and joint arrangements to provide community health services for children and young people across the city. Community Health staff are not employed directly by the Local Authority.
- Education & Inclusion has a net budget of £6.2m. Through the General Fund it employs approximately 131 fte staff. In addition through the DSG a further 135 fte staff are employed. The largest number of staff form the council's school meals service; a service that is 'bought back' by the majority of schools across the city. The division includes a range of school focused education support teams as well as specific services which seek to meet the needs of pupils who have additional or special education needs. It is also responsible for providing community learning across the city
- Stronger Families, Youth & Communities has a net budget of £18.8m. It employs approximately 123 fte staff. It includes youth support services (including the Youth Offending Service), the Stronger Families programme (the national Troubled Families initiative), performance management for the directorate as a whole and the commissioning of specialist provision for children and young people (including those who are in the care of the Local Authority).

Children's Services also benefits from support from other parts of the council including support from Human Resources, Finance, ICT, Legal Services, Communications and a range of specific services which provide specialist support across the council.

In 2014/15 there are projected to be service pressures of £1.5m across Children's Services of which £0.4m relates to essential investment in 'Early Help'. The balance relates largely to potential pressures around social care placement costs. It is anticipated that these additional costs will be able to be managed within the system. In recent years the directorate has implemented a Value for Money programme (VFM) approach that has successfully reduced placement costs and numbers. In 2013/14, £2.7m of VFM savings were achieved through closer management of our placement costs and investments

in other services which led to savings elsewhere. There were no reductions in front-line services to children and the focus has been on ensuring that outcomes for children and young people are maintained or improved.

Delivering the Corporate Plan

Tackling Inequality

The key focus for Children's Services relates to Tackling Inequality. In meeting this priority, the Children's Service delivers services that broadly fall within three groups:

Universal Services

These are services such as Early Years provision, support for schools and some youth services that collectively seek to ensure that all children and young people across the city have access to a range of services that help them to grow and mature into active citizens. Our success can be judged by, for example, the following indicators:

- 95% of council run childcare providers are judged by Ofsted to be good or better;
- 80% of schools judged by Ofsted to be good or better;
- 62% of pupils achieving 5 or more GCSE grade A*-C including English and Maths; and
- 80% of children of reception school age who are measured and found to have a healthy weight.

All of these indicators are significantly above the national average. There are however some challenges:

- only 56% of young people achieve a Level 3 qualification by the age of 19;
- just 27% of pupils receiving free school meals achieved 5+ A*-C GCSEs including English and Maths; and
- only 19% of pupils with SEN achieved this.

All of these indicators are below the national average.

Early Help

Early Help services seek to identify early help where children and families are struggling and might need support and interventions before they might otherwise require more complex and costly support and interventions. They include services such as targeted health visiting support, parenting support programmes, family support and support to reduce the level of school exclusions. Successes include that a relatively low 20.6% of children are living in poverty, 42% are achieving the Stronger Family outcomes, and just 10 pupils were permanently excluded last year; all better than it had been hoped to achieve. However the number of multi-agency assessments (CAF) are low, fixed term exclusions from school are high and under 18 conception rates have increased.

Specialist Services

Specialist services provide support and interventions where children have a high level of need. They include services for disabled children and those with SEN and statutory social work services that ensure that children are safe. Our successes include:

- all of our children requiring a Statement of Special Educational Needs achieve this within the 26 week timetable that is set nationally;
- the number of children requiring a Children in Need plan has reduced significantly from 731 down to 686;
- the stability of our placements for children in care is good, and health assessments for this group are carried out in a timely way.

However the percentage of children being re-referred to our social work services is too high, the percentage of children supported through a child protection plan is also too high and the number of children who are placed in care is significantly above the national and regional average.

Children's Services seeks to ensure that there is a balance of support across universal, early help and specialist services, but as financial resources become more limited our focus needs to remain on ensuring that appropriate specialist services protect children while earlier help reduces the number of children requiring such services in future. In the future there will be an increased focus on ensuring that resources are used effectively and on the basis of evidence that the support and interventions lead to quantifiable, positive outcomes for children and young people.

We will therefore seek to increase the number of young people who have the skills and experiences that can support the corporate priorities to create a more sustainable city and engaging people who live and work in the city.

Modernising the Council

Through a review of our activities and a clearer focus on improving outcomes, engaging more directly with children and young people and ensuring that our resources are used more effectively, the directorate is actively supporting the corporate priority to modernise the council.

Similar to Adults Services, we will look at service redesign and business process improvements where appropriate to look for greater efficiency and value for money. Opportunities for a joint approach to prevention and other solutions will be explored with partners and colleagues across health, Public Health, Communities and Housing.

Key aspects of the budget strategy

- The Children's Services Value for Money projected savings total is £2.539m. This proposal assumes that the current programme delivers as it has done over the last two years, particularly the 'invest to save' business cases such as further developing the in-house fostering team, investment

in Early Help and reducing the cost of provision provided by the independent sector

- As a consequence of the reduction in the number of children in care and projections for future reductions as a consequence of the Early Help strategy, savings have been identified in social work services. This will not be achieved through setting arbitrary targets to reduce the number of children who are on child protection plans or who are in care, but rather through improved early help support. There have already been some staffing reductions as the number of children who are supported has reduced this year.
- A review of our arrangements for delivering youth services including a restructuring of the services and a review of the accommodation used.
- Reviewing the use of the council's General Fund for some support to consider if activity can and should be funded by the DSG (schools) and negotiating with external providers to achieve efficiency savings.
- Delivering efficiency savings in short break services for disabled children; this includes both council-run services and some of the services that are commissioned externally.
- Reducing the subsidy for a small number of schools to provide extended school activities, bringing this in line with arrangements across the majority of schools in the city.
- Further value for money savings in relation to the spend on the home to school transport service, although the majority of these savings have already been achieved this year.
- Across early years, reductions in the subsidies for supporting the private and voluntary sector and some savings across children's centres, nurseries and the Family Information Service are planned.
- The introduction of charging for some services provided by children's centres and the youth service is proposed, although this will be introduced gradually and kept under review in order to ensure that vulnerable families are not disproportionately affected.
- A reduction in the council subsidy to the Music & Arts Service delivered through a range of efficiency savings, exploring opportunities for alternative funding sources and reviewing its charging arrangements. The council subsidy is just 15% of the total budget for the service.

In addition to the savings listed above, Children's Services is also exploring reductions in some management costs, further work to develop more comprehensive charging arrangements (including ensuring that overhead costs for school services are covered where appropriate), and joint work with housing to explore how our revenue expenditure for housing for young people and our capital assets can be used more efficiently and effectively.

Service Area : CHILDREN'S SERVICES								
Service (including brief description)	Gross Budget £'000	Net Budget £'000	Total Establishment FTE	Description of Saving Opportunity	Impact on Outcomes / Priorities	Equalities Impact Assessment	Savings identified 2014/15 £'000	Full Year effect of 2014/15 savings £'000
Stronger Families, Youth & Communities								
Agency Placements - Residential, fostering and secure placements for looked after children provided by external agencies	13,793	13,793	8.0	VFM saving programme assumes there will be 16.5 FTE placements at a lower cost provision and will deliver an overall reduction of 45.75 FTE placements. VFM programme has invested in foster carer recruitment to increase the number of in-house placements.	Based on the recent trend, this saving is achievable if all initiatives in development stages are implemented in a timely and effective way and result in the desired impact. Approximately 46 placements are affected.	EIA No. 12	2241	2241
Youth Service - Integrated support service for children aged 13-19	1,882	1,736	37.0	Develop new leasing arrangements with other providers to deliver youth/other community services, reducing level of provision delivered by council youth service and/or withdraw from other facilities e.g. school sites.	An integrated approach to service delivery/performance management across council and 3rd sector provision should minimise negative impact on outcomes/priorities, but some services may be less accessible.	EIA No. 13	27	27
As above	as above	as above	as above	Additional income generation from Portslade Village Centre.	As above. A meeting is planned but extent of what can be gained from the community and voluntary sector (CVS) is as yet unclear. If small then danger of not reaching target saving. Will take time to put in place.	EIA No. 13	30	30
As above	as above	as above	as above	Re-allocation/contract variation to deploy resources to fund council employed youth workers in East of the city.	An integrated approach to service delivery/performance management across council and 3rd sector provision should minimise negative impact on outcomes/priorities, but likely to be difficult to negotiate.	EIA No. 13	7	7

Service Area : CHILDREN'S SERVICES

Service (including brief description)	Gross Budget £'000	Net Budget £'000	Total Establishment FTE	Description of Saving Opportunity	Impact on Outcomes / Priorities	Equalities Impact Assessment	Savings identified 2014/15 £'000	Full Year effect of 2014/15 savings £'000
As above	as above	as above	as above	Restructure staffing within the youth services with some reduction in overall staffing.	Service redesign will ensure that impact on service delivery is kept to a minimum.	Not needed	75	75
Youth Employability Service - Careers advice and guidance	609	609	15.0	Relinquish premises at Dip (Hollingdean) and Young Peoples Centre. Relocate displaced staff in YOS building.	Relinquishing these premises will not affect the operational effectiveness of the YES service. There may be an issue in finding suitable accommodation for displaced staff.	Not needed	40	40
As above	as above	as above	as above	Advisor post located in virtual school, to be funded by DSG.	A change in funding for this post will not effect how YES works closely with the Virtual School.	Not needed	31	31
Youth Offending Services - Support and supervision to young people involved in the Criminal Justice System and preventative work for children and young people at risk of becoming involved in offending.	1,404	900	38.0	Reduction in Practice Manager post.	The reduction in the YOS management post will reduce overall management cover in the YOS. It is envisaged that by 1st April 2014 the YOS restructure will be embedded and the service will manage this reduction.	EIA No. 14	50	50
Other Services - Including Teenage pregnancy and Substance misuse	383	244	1.0	Transfer of Strategic Commissioner Youth to Public Health and re-negotiation of S75 Agreement Joint Commissioning funding with CCG.	The realignment of commissioning functions and budget responsibility should have no impact on services outcomes or council priorities.	Not needed	76	76

Service Area : CHILDREN'S SERVICES								
Service (including brief description)	Gross Budget £'000	Net Budget £'000	Total Establishment FTE	Description of Saving Opportunity	Impact on Outcomes / Priorities	Equalities Impact Assessment	Savings identified 2014/15 £'000	Full Year effect of 2014/15 savings £'000
Income Generation				Youth services charge to schools for training and group work and charging families for the national play day.	Potential for reduced up-take of training and group work sessions.	EIA No. 15	15	15
Stronger Families, Youth & Communities Total							2,592	2,592
Children's Health, Safeguarding & Care								
Children in Care - Includes payments to carers for fostered and adopted children, social work, staffing teams assessing and supporting foster carers and potential adopters and services for care leavers.	14,776	13,790	140.0	The savings are predicated on the Early Help Strategy leading to less social work activity so therefore allowing a reduction in staffing reflecting the reduction in activity. The service will move to the Munro social work model, maintaining a safe service and gradually creating a better balance between systems of accountability and professional autonomy, with the ultimate goal of providing higher levels of support, supervision and clear leadership throughout the social work service.	The strategic predicted outcomes of the Early Help Strategy would lead to no adverse impact on the service.	EIA No. 16	63	63

Service Area : CHILDREN'S SERVICES

Service (including brief description)	Gross Budget £'000	Net Budget £'000	Total Establishment FTE	Description of Saving Opportunity	Impact on Outcomes / Priorities	Equalities Impact Assessment	Savings identified 2014/15 £'000	Full Year effect of 2014/15 savings £'000
As above	As Above	As Above	As Above	The savings are predicated on the Early Help Strategy leading to less social work activity so therefore allowing a reduction in staffing reflecting the reduction in activity.	The strategic predicted outcomes of the Early Help Strategy would lead to no adverse impact on the service.	EIA No. 16	200	200
As above	As Above	As Above	As Above	No increase in the cost of allowances plus activity and caseload analysis suggests that capacity could be reduced without significant adverse impact on the service.	If the number of allowances does not reduce the current rate for fostering allowances would need to be frozen. This could have an adverse impact on the council's ability to compete with other agencies to recruit new carers.	EIA No. 16	170	170
As above	As Above	As Above	As Above	Element of the VFM programme savings within in-house placements.	Based on the recent trend, this saving is achievable if all initiatives in development stages are implemented in a timely and effective way and result in the desired impact. Approximately 46 placements are affected.	Not needed	298	298

Service Area : CHILDREN'S SERVICES								
Service (including brief description)	Gross Budget £'000	Net Budget £'000	Total Establishment FTE	Description of Saving Opportunity	Impact on Outcomes / Priorities	Equalities Impact Assessment	Savings identified 2014/15 £'000	Full Year effect of 2014/15 savings £'000
Assessment, Advice & Referral & Legal - Social work staffing teams, expenditure incurred under section 17 & 18 of the 1989 Children Act, including housing for homeless families and legal costs relating to assessment and court fees.	4,490	4,490	61.0	The savings are predicated on the Early Help Strategy leading to less social work activity so therefore allowing a reduction in staffing reflecting the reduction in activity. The service will move to the Munro social work model, maintaining a safe service and gradually creating a better balance between systems of accountability and professional autonomy, with the ultimate goal of providing higher levels of support, supervision and clear leadership throughout the social work service.	The strategic predicted outcomes of the Early Help Strategy would lead to no adverse impact on the service, however, this leaves no flexibility to cover long term sickness or staff vacancies. This could potentially impact negatively on quality and timeliness. The Early Help Strategy will lead to the reduction in to social work need interventions.	EIA No. 17	126	126
Services for Children with Disabilities - Including residential and respite placements, social work time, direct payments and family support services	3,519	3,444	81.0	It is proposed that services make a total of £68k of efficiency savings across respite and outreach support services (2% of the total budget). In addition £41k of savings will be achieved through use of the DSG High Needs Block as the Cherish Service is proposed to be based at a special school.	This service includes two short break residential provisions, Tudor House and Drove Road, and the Outreach Service. A reduction in the overall budget has the potential to impact on service users, but all other areas for making savings will be explored first. The balance of expenditure across all services for disabled children will be monitored to ensure that need is met.	EIA No. 18	109	109

Service Area : CHILDREN'S SERVICES

Service (including brief description)	Gross Budget £'000	Net Budget £'000	Total Establishment FTE	Description of Saving Opportunity	Impact on Outcomes / Priorities	Equalities Impact Assessment	Savings identified 2014/15 £'000	Full Year effect of 2014/15 savings £'000
Children in Need - Social work staffing team and expenditure incurred under section 17 & 18 of the 1989 Children Act.	4,406	4,406	97.0	The savings are predicated on the Early Help Strategy leading to less social work activity so therefore allowing a reduction in staffing reflecting the reduction in activity. Upward child protection work trend needs to be addressed successfully to allow safely for further savings. The service will move to the Munro social work model, maintaining a safe service and gradually creating a better balance between systems of accountability and professional autonomy, with the ultimate goal of providing higher levels of support, supervision and clear leadership throughout the social work service.	Activity and caseload analysis assumptions informed with modelled projections informed by the impact of the Early Help Strategy suggesting that capacity could be reduced up to the proposed point without significant adverse impact on the service. The Early Help Strategy will lead to the reduction in social work need for interventions.	EIA No. 19	126	126
Safeguarding - specific child protection services, the Local Safeguarding Children's Board and independent reviewing officers.	1,286	1,240	22.0	Activity and caseload analysis suggests that capacity could be reduced without significant adverse impact on the service.	Activity analysis suggests that caseload levels could exceed those set out in the Independent Reviewing Officer (IRO) handbook and impact upon the ability to fully discharge statutory duties. However, an increase in the wider quality assurance function within the Safeguarding Team should mitigate against this. The Early Help Strategy will lead to the reduction in social work need for interventions.	Not needed	62	62

Service Area : CHILDREN'S SERVICES								
Service (including brief description)	Gross Budget £'000	Net Budget £'000	Total Establishment FTE	Description of Saving Opportunity	Impact on Outcomes / Priorities	Equalities Impact Assessment	Savings identified 2014/15 £'000	Full Year effect of 2014/15 savings £'000
Early Years and Childcare - support to private, voluntary and council run early years childcare providers to deliver free early education for disadvantaged 2 year olds and all 3 and 4 year olds and ensure sufficient childcare for the city.			199.0					
Graduate Leader Fund - subsidies for private, voluntary and council childcare providers who employ graduate level Early Years Professionals	149	149	As above	No longer fund early years settings with graduates from Council funding. Increase funding for settings from the Dedicated Schools Grant to minimise the impact. Reduce centrally retained early years DSG to fund this.	No impact if the overall level of funding stays at a similar level.	Not needed	149	149
Childcare Workforce Development - training courses and bursaries for qualifications for the city's childcare workforce.	217	203	As above	Increase income from training courses and the Job Vacancy List. Reduce the number of playwork and early years bursaries for qualifications.	The impact will be mitigated by allocating bursaries to settings who have the least number of qualified staff. The government is proposing to remove requirements that prescribe staffing and qualification levels in relation to childcare provided for school-aged children (up to age seven) so it is likely there will be less demand for qualifications.	Not needed	25	25

Service Area : CHILDREN'S SERVICES								
Service (including brief description)	Gross Budget £'000	Net Budget £'000	Total Establishment FTE	Description of Saving Opportunity	Impact on Outcomes / Priorities	Equalities Impact Assessment	Savings identified 2014/15 £'000	Full Year effect of 2014/15 savings £'000
Early Years Management & Development / Childminding Development - administration for free early education funding for 2, 3 and 4 year olds, support for early years providers and childminders.	284	284	As above	One management day to be funded by Stronger Families. Running cost savings. No longer run a toy library for early years settings from Hove Town Hall (the space will no longer be available). Staffing restructure.	Minimal - small reduction in access to resources for child minders and early years settings.	EIA No. 20	35	35
Childcare Sufficiency - business advice and support for childcare providers including in house support, the Pre-school Learning Alliance, and Resource Centre.	63	63	As above	Reduce sustainability grants for early years childcare providers. No longer fund the Pre-School Alliance to support voluntary committees of pre-schools and review other sources of support e.g. on-line, training and the roles of other early years staff.	Limited as early years childcare providers are able to access funding for 2 year olds. Less support for voluntary run groups could impact on the leadership and management of voluntary early years providers but this would be mitigated by the other support provided	EIA No. 20	23	23
Family Information Service / At Home Childcare / Summer Fun School Preference - advice and information to parents on childcare and other services to families	240	240	As above	Reduce running costs to reflect the increase in advice offered on line.	Minimal	EIA No. 20	15	15
Out of School Childcare - funding and quality support for childcare for school age children after school and during holidays	188	188	As above	Move sustainability funding for Extratime to the high needs block of the DSG (£15,000) .	None as alternative funding found but increases the high needs block of the DSG.	Not needed	15	15

Service Area : CHILDREN'S SERVICES

Service (including brief description)	Gross Budget £'000	Net Budget £'000	Total Establishment FTE	Description of Saving Opportunity	Impact on Outcomes / Priorities	Equalities Impact Assessment	Savings identified 2014/15 £'000	Full Year effect of 2014/15 savings £'000
Out of School Childcare	As above	As above	As above	Move funding for inclusion of individual children with disabilities in out of school care to the high needs block of the DSG.	None as alternative funding agreed but increases the high needs block of the DSG.	Not needed	48	48
As above	As above	As above	As above	From April 2011 funding for extended services that had been distributed through the local authority was incorporated into the DSG and remains part of school budgets. In addition schools receive Pupil Premium funding to support pupils with additional needs. After 2011 a small number of extended school provision run by private and voluntary providers continued to receive additional funding from the Local Authority. Government policy is to allow head teachers to make decisions about how best to offer before and after school care and to make the decisions that are right for their school, children and parents. Other schools within the city have used DSG to fund childcare run by the school. This proposal removes the anomaly where the Council supports private and voluntary providers but not school run provision.	There should be no impact if the schools listed below agree to continue to fund the out of school provision in the same way that other schools across the city which have not received this additional funding subsidy do. Schools have access to non-ringfenced funding within their DSG allocation together with additional Pupil Premium funding. The schools affected by this change are: Whitehawk City Academy, West Blatchington, St Bartholomews, Fairlight, Brackenbury Primary and Benfield.	EIA No. 20	53	53

Service Area : CHILDREN'S SERVICES

Service (including brief description)	Gross Budget £'000	Net Budget £'000	Total Establishment FTE	Description of Saving Opportunity	Impact on Outcomes / Priorities	Equalities Impact Assessment	Savings identified 2014/15 £'000	Full Year effect of 2014/15 savings £'000
Citywide Children's Centres	As above	As above	As above	Agree alternative health funding for the Traveller / BME health visitor from public health and the Health Visitors budget.	None identified.	Not needed	22	22
As above	As above	As above	As above	Review the Library Service support for early years including reviewing the book delivery scheme for childcare providers. Total funding is £32,600.	The impact will be mitigated by prioritising targeted services, reviewing the universal book delivery service to early years settings and reviewing administrative support.	EIA No. 20	10	10
As above	As above	As above	As above	Consult on introducing charging for universal children's centre activities e.g. stay and play groups for universal parents, from September 2014. Continue to offer free sessions for targeted families.	Could reduce the numbers of families accessing groups.	EIA No. 20	20	20
Children's Centres	As above	As above	As above	Reduction in staff training and administration budgets. Less external training and development days for Children's Centre staff.	Minimal impact identified.	Not needed	20	20

Service Area : CHILDREN'S SERVICES								
Service (including brief description)	Gross Budget £'000	Net Budget £'000	Total Establishment FTE	Description of Saving Opportunity	Impact on Outcomes / Priorities	Equalities Impact Assessment	Savings identified 2014/15 £'000	Full Year effect of 2014/15 savings £'000
As above	As above	As above	As above	Consult on changing South Portslade Children's Centre to a linked site to North Portslade and reduce funding for reception time.	South Portslade has a small catchment area, is the least used designated children's centre and is not open every day so the impact will be minimal. It already works closely with North Portslade. Some services will continue to run from here. There will be a reduction in the libraries staffing establishment of 21 hours.	EIA No. 20	10	10
As above	As above	As above	As above	Review the role of Council staff Children's Centres including numbers and skill mix.	The aim of the review will be to improve outcomes for disadvantaged children.	Not needed	20	20
Children's Centre Nurseries and Bright Start	1,675	588	As above	Increase occupancy including funded 2 year olds and review staffing structures.	Minimal.	EIA No. 20	48	48
Children's Health, Safeguarding & Care Total							1,667	1,667
Education & Inclusion								
Home to School Transport - Transport between home and school for children who live beyond the statutory walking distance. The appropriate school is the nearest maintained school to the child's home that is suitable to their age, educational needs and has a place available	2,666	2,666	2.0	Saving offered in light of 2013-14 projected underspend of £160k.	No impact as savings achievable by successfully implementing the strategy to reduce need for home to school transport and encourage independent travel. In addition to also continue to implement a tight commissioning and contract management with transport providers.	Not needed	263	263

Service Area : CHILDREN'S SERVICES

Service (including brief description)	Gross Budget £'000	Net Budget £'000	Total Establishment FTE	Description of Saving Opportunity	Impact on Outcomes / Priorities	Equalities Impact Assessment	Savings identified 2014/15 £'000	Full Year effect of 2014/15 savings £'000
Music & Arts Study Support	1,255	224	21.0	<p>The Music & Arts Service continues to receive a subsidy from the Local Authority, although the majority of its funding comes from direct income and a central government grant. Such a council subsidy (currently 15% of its total budget) is unusual nationally. Through the further development of the music hub the savings are to be met from a combination of accessing other sources of funding externally, an increase in fees, staffing changes and a remodelling of provision. A subsidy from the Local Authority will continue for those children whose families might find additional music lessons unaffordable (as measured through Free School Meal eligibility) and specific groups such as children who are in care. It should be noted that the council is currently involved in the early planning stages of setting up a wider cultural hub and it is hoped that this will provide additional income opportunities for the service.</p>	<p>The Music Hub is currently reviewing how it operates more widely. As the council subsidy is only a small part of its total budget and actions are underway to explore efficiencies in how it operates and opportunities for alternative sources of funding it is not anticipated that this will have a negative impact on the high quality service that is provided to the city's children and in particular to children from more vulnerable groups who will be protected through the retention of a council subsidy until such time as other sources of funding, for example through a wider cultural hub are in place.</p>	EIA No. 21	86	86

Service Area : CHILDREN'S SERVICES								
Service (including brief description)	Gross Budget £'000	Net Budget £'000	Total Establishment FTE	Description of Saving Opportunity	Impact on Outcomes / Priorities	Equalities Impact Assessment	Savings identified 2014/15 £'000	Full Year effect of 2014/15 savings £'000
Contracted services for Children with Disability	977	940	1.0	See below.	Statutory requirement on LA to deliver short breaks and it supports the priority of keeping children at home and in local schools wherever possible. Reduction in short breaks provision would have a knock-on to the demand for shared care and fulltime provision			
Short breaks for Disabled Children	as above	as above	as above	£14k is 3% of the overall budget.	A small reduction in the overall budget should be achievable through a range of efficiency savings.	EIA No. 22	14	14
As above	as above	as above	as above	£16k Portage. £56k Extratime saving can be generated by moving the funding of this extended day provision to DSG high needs block.	No impact if Extratime provision remains overseen by the Integrated Child Development and Disability Service.	Not needed	72	72
Link Plus	as above	as above	as above	3% of budget as per the saving applied to other short break providers (both internal and externally contracted services).	A small reduction in the overall budget should be achievable through a range of efficiency savings.	EIA No. 22	10	10
Education & Inclusion Total							445	445
CHILDREN'S SERVICES TOTAL							4,704	4,704

Budget Strategy: Environment, Development & Housing

The Environment, Development & Housing directorate comprises 5 service areas:

- § **City Infrastructure** (Policy, Projects, City Clean, City Parks);
- § **City Regeneration** (Economic Development, Major Projects, Sustainability, EU Funding);
- § **Housing** (Policy, Housing Allocations and Nominations, Tenancy Services, Estate Management, Private Sector Housing, Supporting People, Travellers);
- § **Planning & Public Protection** (Planning Policy, Planning Projects, Building Control, Trading Standards, Regulatory Services including Environmental Health & Licensing, Development Management);
- § **Transport**: (Policy, Transport Planning, Projects, Road Safety, Highway Management, Coast Protection & Flood Defence, Parking Services).

Strategic Financial Context and Direction of Travel

Each of the service areas has distinct business dynamics and expenditure and income drivers, although there are important interactions within the directorate and across other council services and beyond. For example, our regeneration initiatives draw on the professional capabilities of planners, housing investment, economic development, procurement, legal and finance experts. Similarly in relation to our interaction with social care, in that a growing number of our council tenants and leaseholders (currently 36%+) are over 60 years old with increasing health needs and social welfare dependency.

It is notable that more than 52% of the budget is resourced through fees and charges. This generates a very high need for efficient systems and business processes which support self service and the new norms of a digital service economy.

A significant proportion of the revenue budget is required to support the council's capital investment programme into the infrastructure of the city and there are currently constraints on the capacity to further 'capitalise' revenue costs.

Possibly the most significant financial aspect for EDH, in a period when central government funding is reducing very significantly, is our role in promoting economic development and the link this has with generating funding from business rates, council tax, the new homes bonus and attracting 'competitive' funding from national government.

To deliver against the budget strategy set out in this report we will need to:

- build on existing collaborations and shared service arrangements with neighbouring authorities. This has been given added impetus by the formation of the Greater Brighton Economic Board;
- renew our focus on our customers and clients in terms of systematically capturing and analysing customer feedback, through ICT investment

where appropriate, to inform service planning and co-design of services within a reducing budget envelope;

- use benchmarking information to continue to scrutinise the key areas of our business operation and set a route map for improving service performance. This may include options in the medium-term for either retaining in-house or exploring other service delivery models, including shared services, where cost savings can be demonstrably secured and service quality and reliability maintained or improved;
- explore service design options, particularly in those areas undergoing or likely to undergo significant change;
- work with Adults Services and Children's Services in relation to the needs of council tenants to review the balance of support from the General Fund and the Housing Revenue Account;
- identify options where new income can be generated and/or where current discretionary fees and charges can be reviewed and optimised;
- continue to maximise EU, national and regional growth funding (revenue and capital) to support the economic development of the city.

Delivering the Corporate Plan

Tackling Inequality

The investment, regulation and service provision within the EDH service area has a direct impact on the economy of the city and underpins the social and environmental well-being of all of our residents, businesses and working communities. Against the background of a challenging economic climate and the Localism Act placing a stronger onus on local authorities to stimulate economic well-being, EDH services will need to work with partners and the Local Enterprise Partnership ('Coast to Capital' LEP) to explore and facilitate all available options for developing the Greater Brighton economy and attracting associated funding and infrastructure support.

Investment in existing public and private sector housing can make a major contribution to the quality of life and public health of lower income households and neighbourhoods. New housing investment can also address high levels of need for affordable homes. The development of new housing also has a strong economic multiplier impact on the local economy creating local jobs and supply chain business opportunities. Creating new affordable homes also attracts a New Homes Bonus from government. We will also continue to focus on bringing long term empty private sector homes in the city back into use which also generates income to the General Fund.

It is estimated that by 2030 there will be a 35% increase in people aged over 85. Appropriately targeted, new housing provision, including Extra Care Housing, may also reduce costs in other council budgets, notably Adult Social Care and local public health service provision, shifting the balance of care away from residential care homes and nursing homes, whilst improving well-being and independence.

Creating a more sustainable city

'One Planet Living' is an approach developed by the BioRegional Development Group that provides a vision of a sustainable world, in which people everywhere can enjoy a high quality of life within the productive capacity of the planet. It uses 10 principles of sustainability as a framework and the council has approved a Sustainability Action Plan that can support these principles. Significant elements of the approach are undertaken in partnership across the city and through the City Sustainability Partnership.

Much of the EDH budget is expended on the key physical infrastructure systems of the city – transport, housing, sites and business premises, parks and open spaces, waste and cleansing. The way this infrastructure is designed, managed and maintained has the potential to reduce council costs and improve sustainability.

The transport service aims to support greater accessibility, encourage more sustainable journeys by walking, cycling and using public transport as well as improving public health through more active travel measures and reductions in congestion, pollution and transport related carbon emissions.

Engaging people who live & work in the city

The EDH budget is in large part expended on the provision of 'universal services' consumed by a majority of residents and businesses. These services and accompanying investment invariably have a strong and visible impact on local communities as neighbourhoods, transport corridors, parks and public spaces as well as places of work and business notably including the city's tourist economy. In the context of localism, neighbourhood planning and community cohesion agendas, the spending impact of the EDH budget has a widespread impact on the city and there is therefore a strong focus on consultation, engagement and customer feedback in the development and design of services.

Modernising the Council

As primarily universal services, EDH services have a responsibility to lead by example in terms of customer service, performance, quality assurance and value for money. The budget strategy includes a commitment to invest in and improve customer service and use greater customer experience information to design and deliver services.

Key aspects of the budget strategy

City Infrastructure Services

- The ability to make significant savings for 2014/15 in City Clean is constrained given the implementation of service redesign (i.e. round changes).
- We have identified an option to reduce our street cleansing costs by up to £0.115m through service redesign and the greater use of mechanised street cleansing.
- We propose to achieve greater economy in the maintenance and upkeep of Parks by reviewing maintenance regimes and working

patterns, and strengthening the involvement of volunteers, which will also help to minimise any impact on the existing Green Flag status of some parks.

City Regeneration Services

- A potential saving of £0.060m has been identified by reorganising the service.

Housing Services (General Fund)

- By appropriately (i.e. related to council tenants and properties) charging Homemove costs to the HRA we will be able to achieve a saving of £0.132m.
- Up to £0.991m savings have been identified by reducing Supporting People spend, primarily through implementation of the third year of the current commissioning plan. This will be achieved by re-commissioning services and appropriately attributing revenue funding for council sheltered housing schemes to the Housing Revenue Account which will generate up to £0.340m of the total saving.
- Subject to consultation and committee approval, the council's private sector landlord licensing scheme will be expanded to other areas of the city. This will enable staffing costs to be defrayed. Achievement of any additional income of up to £0.250m to cover appropriate costs is aligned to any implementation of further licensing in 14/15.
- Up to £0.223m of additional income has been identified by improving rent collection across temporary accommodation.

Planning & Public Protection Services

- The bulk of the £0.360m savings proposed are based on continuing to improve efficiency and reduce management and administration costs through service redesign and also reducing the service offer.

Transport Services

- Various economies across on-street and off-street parking including moving toward pay-by-phone will enable spending reductions together with the roll-out of extended bus lane enforcement measures.

Service Area : ENVIRONMENT, DEVELOPMENT & HOUSING

Service (including brief description)	Gross Budget £'000	Net Budget £'000	Total Establishment FTE	Description of Saving Opportunity	Impact on Outcomes / Priorities	Equalities Impact Assessment	Savings identified 2014/15 £'000	Full Year effect of 2014/15 savings £'000
City Infrastructure								
Street Cleaning - The street Cleansing Service covers street cleansing, beach cleansing, graffiti removal, pavement jetting/washing and environmental enforcement. The service is provided from 0500 - 2200 365 days a year in the central area and 0600 - 1400 Mon - Fri (with some weekend cover) in the outlying areas of the city.	6,416	6,387	203.4	Improving service efficiencies through service redesign and increased mechanised street cleansing.	The service will need to continue to meet the demands of the visitor economy in complying with the Codes of Practice on Waste and Litter which sets response times for area to be cleaned back to acceptable conditions.	Not needed	96	115
				Remove health and safety audit duplication by withdrawing from external ISO 18001 accreditation and rely on the council's health and safety audit.	None.	Not needed	5	5
Waste Disposal	9,845	9,404	10.4	The initial review of the joint integrated waste PFI affordability model has been undertaken. A likely resolution with Veolia of income sharing arrangements for electricity and non-contract waste should result in net savings.	None.	Not needed	100	100
Public Conveniences	978	965		Remove mobile cleaning operations i.e. reduce cleaning standards.	Less frequent cleaning of some toilets will result in a reduction of standards and may increase anti social behaviour. The sites where reductions are proposed are those where the impacts are expected to be the least significant.	Not needed	18	18

Service Area : ENVIRONMENT, DEVELOPMENT & HOUSING								
Service (including brief description)	Gross Budget £'000	Net Budget £'000	Total Establishment FTE	Description of Saving Opportunity	Impact on Outcomes / Priorities	Equalities Impact Assessment	Savings identified 2014/15 £'000	Full Year effect of 2014/15 savings £'000
Parks & Open Spaces	4,904	3,264	145.9	Prioritise projects budget spend. Change service standards and maintenance regimes. Continue trend of greater support and focus on volunteer activity in parks. Prioritise maintaining Green Flag parks status.	Focus project budget spend on supporting the delivery of the Stanmer Park project.	Not needed	59	59
				Reduce weekend duties in parks including open and closing of parks, cleaning pavilions, emptying bins and emergency cover and put in place other minimal cost arrangements.	Weekend service will be maintained for city centre parks and Preston Park as will cleaning sports pavilions on Sunday mornings.	Not needed	40	40
City Infrastructure Total							318	337
Transport								
Transport Strategy & Projects - Development and co-ordination of Transport policy; development and delivery of major Transport projects; assessment of transport implications for major development proposals; management of transport model; monitoring of LTP & Grants capital programme.	225	166	7.6	Service redesign and deletion of expenditure on Consultants. Reduction in administration and team support costs including training and reduced maintenance of the transport model.	Increases pressure on providing transport and highway assessments and treatment of planning and development control applications.	Not needed	10	20
Highway Enforcement Team - Licence and control placements on the highway including A-boards, skips, scaffolds, cafe placements, builders' materials. Investigate and remove abandoned vehicles and bicycles. Deal with 2,000 reports per year of other highway obstructions. Fees charged cover costs.	315	-8	8.2	Increase fees above inflation - an increase of 5% is expected to produce an extra £20k.	Highway licensing fees have been increased above inflation for the last 2 years. Further increases above inflation should be possible where this is in line with adjacent LA's and National Average rates, others could be kept at inflationary increase only.	Not needed	20	20
Traffic Management & Road Safety	568	488	7.0	Reduce funding contribution to Sussex Safer Roads Partnership (SSRP).	No identifiable impact.	Not needed	20	20

Service Area : ENVIRONMENT, DEVELOPMENT & HOUSING

Service (including brief description)	Gross Budget £'000	Net Budget £'000	Total Establishment FTE	Description of Saving Opportunity	Impact on Outcomes / Priorities	Equalities Impact Assessment	Savings identified 2014/15 £'000	Full Year effect of 2014/15 savings £'000
Parking - On Street On-street pay & display, pay-by-phone, permits, enforcement, penalty charge notices, penalty processing and appeals, customer services	6,978	-12,147	36.0	Introduction of pay by phone means the replacement programme for pay and display machines can be reduced which delivers a saving in financing costs. This will also lead to a reduction in administration and maintenance costs	Pay by phone will improve service for residents and visitors. However there will be fewer opportunities for motorists to pay for parking with cash.	EIA No. 23	195	195
				Improved collection of parking debts including pursuing motorists from outside of the UK for non payment of fines using a specialist contractor. Streamlining the application process for blue badges.	Greater proportion of outstanding debt collected. Easier application process for customers.	Not needed	27	27
Parking - Off Street Off-street multi-storey car parks (e.g. The Lanes, London Road) and surface car parks (e.g. King Alfred, Carlton Hill)	2,692	-3,525	7.0	Maintenance efficiencies on car parks.	Greater prioritisation of maintenance regime.	Not needed	20	20
Traffic Control Traffic signals design and maintenance, bus information systems, CCTV enforcement of bus lanes & parking, car parks surveillance and customer service	1,413	1,385	16.0	Extended CCTV enforcement of bus lanes and parking is anticipated to produce additional income from fines.	Improved bus services through reduction in bus lane congestion.	Not needed	250	250
				Replacement of traffic signals with static measures at low complexity crossings - removal of signals will reduce maintenance and energy costs.	Users will need to adapt to a less regulated system.	EIA No. 23	10	10
Transport Total							552	562

Service Area : ENVIRONMENT, DEVELOPMENT & HOUSING

Service (including brief description)	Gross Budget £'000	Net Budget £'000	Total Establishment FTE	Description of Saving Opportunity	Impact on Outcomes / Priorities	Equalities Impact Assessment	Savings identified 2014/15 £'000	Full Year effect of 2014/15 savings £'000
Planning & Public Protection								
Building Control - Offers a friendly flexible service which protects the consumer and supports the construction professional by ensuring technical standards are maintained during building works. A team of professionally qualified and experienced surveyors offer expertise in interpretation of building control regulations.	862	86	18.6	Management reshaping .	Reduction in senior management costs by a restructure of Building Control with another service whilst retaining vital expertise. Should not have a detrimental effect upon the service.	Not needed	13	16
<p><i>Development Management</i> - The service is statutory and responsible for all decisions on planning applications in relation to the city and for managing the enforcement of breaches of planning where appropriate.</p> <p><i>Planning Policy & Strategy</i> - provides a sound policy basis for planning decisions for the city and sub region. The Local and Neighbourhood Plans team prepares the main policy documents for development in the city, the Local Plan (City Plan Pt 1). The Strategic Planning team prepares the joint Waste & Minerals plan for East Sussex, the South Downs and Brighton & Hove (Jointly with ESCC and the SDNP).</p> <p><i>Planning Projects</i> – The remit of the service is to pursue a positive planning agenda and attract development and associated investment into the city, facilitating major developments brought forward by the city council and the private sector, through planning briefs, masterplans & research studies.</p>	3,107	1,912	68.7	A customer-led service redesign is proposed for the Planning service. Savings will be achieved through a reduction in FTE posts delivering a saving of £148k across the three existing teams. The service redesign is intended to be implemented by June 2014.	A customer service redesign is intended to deliver efficiencies and savings whilst providing a focussed service driven by the priorities of local residents and businesses.	Not needed	124	148

Service Area : ENVIRONMENT, DEVELOPMENT & HOUSING

Service (including brief description)	Gross Budget £'000	Net Budget £'000	Total Establishment FTE	Description of Saving Opportunity	Impact on Outcomes / Priorities	Equalities Impact Assessment	Savings identified 2014/15 £'000	Full Year effect of 2014/15 savings £'000
Trading Standards - A regulatory service, supporting the local economy, protecting consumers and businesses through a programme of inspections, investigations and advice to ensure a fair and safe trading environment in the city. Trading standards officers (TSOs) enforce a range of consumer protection legislation covering weights and measures, food standards, product safety, age restricted sales, animal health and fair trading, including consumer credit, trade marks and mis-described goods and services.	519	503	12.0	Reducing Trading Standards staff establishment by 1 FTE and refocus on core statutory enforcement functions.	Reducing capacity by 1 post would mean that the consumer education programme would be stopped. The service is exploring options of working with public health to support work on minimising under-age sales of alcohol, cigarettes and other age-restricted products.	EIA No. 24	32	32
Planning & Public Protection Total							169	196
Housing General Fund								
Head of Housing and administrative support.	114	114	1.4	Service redesign - Efficiency savings.	Minimal- minor efficiency savings.	EIA No. 25	16	16
Homemove Maintaining the Housing Register, advertising social housing ready to let, verifying the shortlists of bidders for those properties.	339	339	14.3	Attribute appropriate costs to the HRA where it relates to council tenants and properties.	None.	EIA No. 25	132	132
Housing Options/Statutory Homelessness Preventing homelessness by finding alternative housing for people who are about to become homeless and to whom the council would otherwise have a duty to provide accommodation - this includes some specialist options workers to understand the needs of specific client groups.	1,126	1,126	31.8	Introduction of an on-line options tool to reduce the call of staff time.	An improved self service offer.	EIA No. 25	16	16

Service Area : ENVIRONMENT, DEVELOPMENT & HOUSING

Service (including brief description)	Gross Budget £'000	Net Budget £'000	Total Establishment FTE	Description of Saving Opportunity	Impact on Outcomes / Priorities	Equalities Impact Assessment	Savings identified 2014/15 £'000	Full Year effect of 2014/15 savings £'000
Housing Related support & Homelessness Prevention services - to enable vulnerable people to maximise their independence. The Housing Options budget provides advice and/or casework from presentations.	9,016	9,016	5.3	Implementation of year 3 of a 4 year savings plan will deliver £541k (3% savings in current commissioning plan+2% inflationary uplift) achieved through re-commissioning services through procurement/tendering. Attributing appropriate revenue costs currently funded through the general fund to the HRA will generate £340k. Additional re-commissioning of homelessness prevention work will achieve £110k.	The service commissioners in Housing and Adult Services will work with providers to minimise any adverse impact on vulnerable client groups.	EIA No. 25	991	991
Private Sector Housing Team Improving housing conditions in the private rented & owner occupied homes through renewal advice, assistance and enforcement; Improving management and conditions in Houses in Multiple Occupation (HMOs) through enforcement and licensing; Improving Home Energy Efficiency, improving thermal comfort and reducing fuel poverty and CO2 emissions through home energy efficiency measures.	801	475	22.3	Introduce an expansion of the existing HMO licensing scheme subject to public consultation and committee agreement. This will defray existing staffing costs.	Improved standards of HMO accommodation across the city subject to public consultation and committee agreement.	EIA No. 25	125	250

Service Area : ENVIRONMENT, DEVELOPMENT & HOUSING

Service (including brief description)	Gross Budget £'000	Net Budget £'000	Total Establishment FTE	Description of Saving Opportunity	Impact on Outcomes / Priorities	Equalities Impact Assessment	Savings identified 2014/15 £'000	Full Year effect of 2014/15 savings £'000
Supported Accommodation includes: <ul style="list-style-type: none"> 3 hostels providing 24/7 service to meet clients' housing & support needs in the community. Each specialises in a particular need (mental health; probation referrals; difficult to place) employing a recovery approach whilst focusing on engagement, social inclusion and activities for difficult to place or dual diagnosis clients. Floating Support Service delivering support to homeless households in emergency and temporary accommodation 	2,702	1,585	52.7	Efficiencies arising from pooled budgets across all services and renegotiated contracts/agreements. Savings would arise from more efficient procurement process and economies of scale.	Commissioners from Housing and Adult Services will work to minimise the impact on vulnerable client groups.	EIA No. 25	80	80
Temporary Accommodation Providing a range of emergency and long term leased temporary accommodation to meet statutory homeless needs.	16,097	1,250	36.5	Increasing income by increasing collection through new rent accounting system. In addition, we can find alternative cheaper accommodation and continue to work with Lewes District Council to procure accommodation on their behalf. The launching of the Framework Agreements will assist the procurement of future accommodation.	Improve service efficiency and greater certainty of securing leased accommodation.	EIA No. 25	223	223
Housing General Fund Total							1,583	1,708
ENVIRONMENT, DEVELOPMENT & HOUSING GENERAL FUND TOTAL							2,622	2,803

Budget Strategy: Assistant Chief Executive services

This area covers Sport & Leisure, Tourism & Venues, the Royal Pavilion & Museums, and Policy, Civic, Performance & Communities.

Strategic Financial Context and Direction of Travel

Many of the services in this area generate income while helping to support the economy by attracting visitors and also support improved health outcomes and equality. However, income generation carries inherent risks and is subject to factors such as the economic climate and unseasonal weather affecting visitor and resident behaviour and expenditure. Generally, the income generated by these services supports the council's corporate financial position and reinvestment of income into the development or improvement of services is therefore through the council's corporate revenue and capital budget setting processes and is subject to financial appraisals. Competing priorities can however mean that reinvestment opportunities are limited and some services and infrastructure are now in need of investment.

In the longer term, services such as the Royal Pavilion, Arts and Museums and venues and tourism services may therefore need to look at new and alternative models of governance and delivery in order to build sustainability and financial resilience and enable better future proofing. This could include exploring self-financing business models.

Reductions to funding agency budgets at a national level also have an impact on services in this area, either directly or in terms of diminishing support for third sector organisations also funded by the local authority for service delivery. In 2012/13, the council spent £23m of its revenue budget on third sector organisations in the local area, covering contracted services, grant funded services and other support. The national (and local) funding picture increases the need to create a better and more focused direction for commissioning of the third sector¹ and support for its core activities.

The context of greater integration of public services across health, public health and local authority services creates the opportunity to reduce any duplication and overlap across public and third sector agencies in this service area.

Delivering the Corporate Plan and Key Aspects of the Budget Strategy

Tackling inequality

Much of the work across the service is focused on this priority area: it is the single priority for all of the work of the Communities and Equalities service. Significant areas of work include development support for the third sector and the city's communities through a new policy and commissioning prospectus and the delivery of the Financial Inclusion Strategy. Our support and investment in the community plays a major role in enabling the third sector to

¹ The Third Sector generally consists of community, voluntary and not-for-profit organisations.

contribute an estimated £95 million to the city's economy including over 57,600 volunteer hours per week worth approximately £24 million per year. The Equalities work is wide ranging and aims to ensure the council, its services and the wider city are both fair and equal. For example, the targeted work within the museum's service and on sports development focuses on priority groups to improve educational and health outcomes. The continued improvement of the city's sports facilities through active contract management, partnership work and support for the development of new sites such as the King Alfred, alongside initiatives to increase participation, will impact positively on health outcomes across the population, reaching thousands of residents.

Creating a more sustainable city

The city's cultural, tourism and conference 'offer' is driven from these service areas. Tourism provides an estimated economic impact of over £730m, supporting around 17,000 jobs. Brighton and Hove benefits from its nationally significant cultural and creative sector in terms of direct employment, cultural tourism and the role it plays in attracting inward investment. The conference trade brings a substantial economic impact to the city with staying and paying delegates, as does the annual events programme of around 300 events. 2014/15 will see the full implementation of the new model of visitor information services, the further development of the 400 strong membership of Visit Brighton supporting local tourism marketing in partnership with the council. It will also see a continued push on securing conference business for the Brighton Centre in parallel with work continuing on the longer term future of a conference centre and large scale entertainment venue for the city. There will be a significant focus on the next phase of joint work between the Brighton Dome and Festival and Royal Pavilion, Arts and Museums, to make the offer even better, to tackle the challenges in the management of the estate and gardens and secure a sustainable future.

The challenges posed by the ageing seafront infrastructure will be further highlighted and made subject of a Scrutiny to develop potential long term solutions. On a day to day basis we will continue with maintenance and promoting development opportunities alongside the City Regeneration Team.

Engaging people who live and work in the city

The Communities and Equality Team delivers the City's Community Engagement Framework supporting best practice engagement within the council and across the city. The team also commissions neighbourhood community development, representation for chronically excluded communities and the city's health and social care consumer body HealthWatch.

The work of the Communications team effectively underpins the work of the authority across all of the corporate plan priorities, but very much delivers on engaging our residents. Priorities for next year will be to continue to support key initiatives like City Deal, delivery of behavioural change campaigns such as the Parenting Debate and to develop our online capacity to improve digital inclusion and access to online services via the web.

Modernising the council

The policy, performance, complaints and research functions help the council to understand the city's needs and plan appropriately for both now and the future. The services also help identify performance issues, areas of organisational or service improvement and the solutions to help the organisation achieve better outcomes.

The integration of venues and tourism functions will result in more streamlined services, reaching visitors where they are and focusing on new and international markets. The new models of service delivery being developed and implemented across a range of service areas such as the visitor information and Royal Pavilion, Arts and Museums are looking to the future and moving toward a more effective, self-financing business approach.

A further range of work in this service block underpins all of the corporate priorities: the Policy, Performance, Research and Complaints teams functions across all service areas.

The infrastructure supporting much of the city's Partnership working is also provided in this service area. In the current financial climate for public services, the imperative to work in partnership across agencies and sectors is even more important. Shared agendas, shared resources and delivery are high priorities across the city.

Service Area : ASSISTANT CHIEF EXECUTIVE

Service (including brief description)	Gross Budget £'000	Net Budget £'000	Total Establishment FTE	Description of Saving Opportunity	Impact on Outcomes / Priorities	Equalities Impact Assessment	Savings identified 2014/15 £'000	Full Year effect of 2014/15 savings £'000
Sport & Leisure								
Sports Facilities - development of sports facilities across the city, including the management of the council's contracts for sports facilities and golf courses which attract over 1.1 million visits per annum. Provides valuable opportunities for residents to keep active on a regular basis to improve their health.	1,276	1,102	4.6	Revaluation of the rateable value of the redundant old ten pin bowling area at the King Alfred Leisure Centre.	No impact.	Not needed.	53	53
Sports Development - activity that improves health of the population and reduces future health costs for the city, including staff costs of £393k and other support costs including a vehicle, equipment, hire of venues for sport, grants to clubs, sports awards. Service outcomes include: 1. Club Support for approx 150 local sport clubs. 2. TakePart festival of sport; 60,000 People participate. 3. Active For Life programme. 4. School Holiday Sports Programme; 750 young people participated in summer 2013. 5. Healthwalks. 6. City Sport and Physical Activity awards had over 140 nominations.	649	481	15.8	Cease specific grant scheme to sports clubs and directly running annual sports awards.	There is potentially a negative impact on the ability of clubs to reach a wider range of participants, but clubs will be directed to other relevant grant schemes. We will seek alternative ways to deliver a Sports Awards event for the city in partnership with other organisations in order to keep an impact in terms of the profile of sports achievements in the city.	EIA No. 26	20	20

Service Area : ASSISTANT CHIEF EXECUTIVE								
Service (including brief description)	Gross Budget £'000	Net Budget £'000	Total Establishment FTE	Description of Saving Opportunity	Impact on Outcomes / Priorities	Equalities Impact Assessment	Savings identified 2014/15 £'000	Full Year effect of 2014/15 savings £'000
Seafront Services -operation of the city's 13 km of Seafront including implementation of the maintenance programme and daily management of the Seafront to ensure a safe environment for residents, visitors and tenants. The Seafront plays a major role in the city's visitor economy.	1,018	-897	25.9	Additional income generated from Seafront properties - several confirmed sources.	The seafront infrastructure is a highly rated risk on the strategic risk register. Funding from additional income will not be available for reinvestment, however a Scrutiny Panel is being established to investigate future possible ways of funding the necessary works along the seafront.	Not needed.	50	50
Sport and Leisure Total							123	123
Policy, Civic, Performance & Communities								
Equality and Cohesion - this is a small centralised team made up of 3.4 FTE posts delivering: the Corporate Equality and Inclusion Policy and Action Plan. Activities include: Services Equality Impact Assessment Programme, the Budget Equality Impact Assessment Process, Corporate and Departmental Equality Steering Groups, Diversity Mentoring, Corporate Equality Events such as Holocaust Memorial Day, delivery of the Stonewall Workplace Equality Index , Equality Framework for Local Government Assessment, Support for the corporate diversity workers forums, BME Needs Assessment, delivery of the Trans Scrutiny Response; directorate equality advice and support, City Inclusion Partnership and other activities	191	191	3.4	Reduce funding for council's role in range of civic and community events and reduced level of support for council staff equalities initiatives.	There could be negative perception of the council taking a reduced role in public community and civic events. There could also be a perception from staff that there is a lessening of commitment to the equalities agenda, however there are a number of initiatives and programmes additionally in place to mitigate this effect including the workforce equalities action plan and the existing HR mentoring scheme.	EIA No. 27	23	23

Service Area : ASSISTANT CHIEF EXECUTIVE

Service (including brief description)	Gross Budget £'000	Net Budget £'000	Total Establishment FTE	Description of Saving Opportunity	Impact on Outcomes / Priorities	Equalities Impact Assessment	Savings identified 2014/15 £'000	Full Year effect of 2014/15 savings £'000
<p>BHCC Community Grants: Team of 1.7 FTE staff delivering the annual and three grant programmes supporting community and volunteering activity in the city. The team also provides a Grant Finder Service supporting Third Sector organisations in securing external funding.</p>	1,685	1,685	1.7	<p>A saving from the discretionary grant budget through:</p> <ul style="list-style-type: none"> • Replacement funding from HRA to support granted activities that directly benefit council tenants (145k) • A reduction in funding of the overall discretionary grants budget (165k). 	<p>There will be a reduction in activity funded for some areas where alternative sources of funding cannot be found.</p> <p>We will explore, where possible, the reduction of impact though the forthcoming third sector commissioning prospectus where we are joining Public Health and CCG resources for the first time. The prospectus model of commissioning will enable us to work more collaboratively with the Third Sector helping to identify new more efficient ways of delivering activity.</p> <p>In addition the authority is working with the Sussex Community Foundation and other strategic funders to improve investment support for the Third Sector in the city.</p>	EIA No. 28	310	310

Service Area : ASSISTANT CHIEF EXECUTIVE

Service (including brief description)	Gross Budget £'000	Net Budget £'000	Total Establishment FTE	Description of Saving Opportunity	Impact on Outcomes / Priorities	Equalities Impact Assessment	Savings identified 2014/15 £'000	Full Year effect of 2014/15 savings £'000
Community Development and Third Sector Infrastructure: This commission supports community development and neighbourhood governance, support services for the third sector to enable them to improve and develop (CVSF) and 'voice' and engagement from key groups such the disabled residents and the LGBT community.	775	775		Minor service re-design in Community Engagement service plus some reduction in Community Commissioning fund for community development activity across neighbourhoods and infrastructural organisations.	There will be a minimal impact in terms of a reduced level of community development activity across neighbourhoods and less funding for the support for infrastructural organisations. We will seek to minimise the impact of any reduction though the forthcoming third sector commissioning prospectus where we are joining Public Health and CCG resources for the first time. The prospectus model of commissioning will enable us to work more collaboratively with the Third Sector helping to identify new more efficient ways of delivering activity.	EIA No. 29	55	55
Policy, Civic, Performance & Communities Total							388	388

Service Area : ASSISTANT CHIEF EXECUTIVE								
Service (including brief description)	Gross Budget £'000	Net Budget £'000	Total Establishment FTE	Description of Saving Opportunity	Impact on Outcomes / Priorities	Equalities Impact Assessment	Savings identified 2014/15 £'000	Full Year effect of 2014/15 savings £'000
Royal Pavilion, Arts & Museums								
Management of 5 sites open to public, 8 other sites of historical importance, off site store. Regional development role and city archives at the Keep.	7,071	1,959	129.7	Additional income on admissions.	Additional income taken as savings, would therefore not be reinvested in the business.	Not needed.	110	110
				Combination of minor service re-design and accessing alternative sources of funding for significant elements of fundraising and exhibition design across Museum Services.	No significant adverse impact.	Not needed.	62	62
				Lunchtime closure at the Booth Museum.	Reduction in service levels by 6 hours per week.	Not needed.	6	6
Royal Pavilion, Arts & Museums Total							178	178
Tourism & Venues								
Venues - including Brighton Centre & Hove Centre	3,355	-285	41.9	Reviewing current arrangements for ticketing with a procurement process- additional income anticipated.	There will be a positive impact in terms of the increase in revenue and potentially enhanced opportunities for marketing and more direct customer relations.	Not needed.	41	82
Tourism & Venues Total							41	82
ASSISTANT CHIEF EXECUTIVE TOTAL							730	771

Budget Strategy; Finance & Resources and Legal & Democratic Services

Strategic Financial Context and Direction of Travel

The budget strategy takes into account the need to balance:

- providing cost effective responsive services to internal and external customers that demonstrate excellent Value for Money;
- the economies of scale gained from having centralised support services and the risk of adding an inefficient cost burden elsewhere if the support service provision is inadequate;
- the capacity and skills needed to deliver the Modernising the Council Corporate Plan priority;
- the support required by other services to enable them to meet their priorities and deliver their own planned budget savings, for example the legal, finance, HR, property and ICT support for greater integration between Adult Social Care and the NHS.

The key national factors affecting the strategy are:

- the changes to local government funding which increase the council's reliance on income from council tax and business rates, and fees and charges;
- the City Deal proposition and the added incentive this gives to focus on the economic health of the city;
- the government's programme of Welfare Reform including the roll out of Universal Credit;
- major reforms to Adult Social Care and Health.

There is a major change programme required across the Council in order to ensure that we are in the best position to respond to the significant financial challenges ahead. We need staff and managers to have the right skills and resources at their disposal including appropriate technology and customer insight to make this possible. This requires upfront investment to make those changes and resilient high quality central services focused on the areas of greatest risk with lower levels of expenditure on transactional or commodity services.

We expect the way customers interact with us to change radically over the coming years with far greater expectations of 24x7 services, joined up public service provision and easy digital access. We will need a strong corporate approach to digital and financial inclusion and partnership working to ensure those that are most vulnerable can access the services that they need.

Supporting economic growth is essential to the future prosperity of the city and the council's budget position. We need to make effective use of the council's land and buildings portfolio, providing expert property, legal and financial advice on complex regeneration schemes.

Delivering the Corporate Plan

Tackling Inequality

The majority of the council's overall budget is spent on priority 1 – Tackling Inequality and support for the Value for Money programme in Children's and Adult Services, promoting financial inclusion and mitigating the impacts of welfare reform are key areas of work for Finance & Resources.

Creating a more sustainable city

Support for priority 2 – Creating a more sustainable city has a particular focus on delivering the One Planet Action Plan for council energy and water consumption. Finance & Resources will focus on ensuring our schools capital programme is undertaken to the highest sustainability standards. Providing specialist technical advice on major projects such as Preston Barracks and the Brighton Centre redevelopment is vital to ensuring the council and the city secures the best outcomes from its land and property use.

Engaging people who live and work in the city

Finance & Resources has a key part to play in supporting this priority by championing the 'Customer Promise' and promoting digital inclusion particularly throughout the library network.

Modernising the council

The key focus for Finance & Resources (including Legal & Democratic Services) is to deliver priority 4 – Modernising the Council. Ensuring Good Governance means we need to provide high quality legal and financial advice to support decision making, give effective support to members and be open and accountable to the public. The Human Resources function in particular has a key role to play in ensuring that the council's Values and Behaviours are embedded throughout our organisation, that we have a strong performance management regime and managers and leaders are equipped with the skills to help our workforce be high performing in this challenging context. We have agreed an approach to improving the customer experience through all access channels, but particularly focusing on digital means, supported by our approach to digital inclusion. Our VFM programme remains a core part of our budget strategy, delivering cashable savings both in service areas and through cross-council programmes such as Workstyles Phase 3 and procurement. We will continue to support productivity and efficiency improvement through the Workstyles programme and by developing and supporting an effective Business Process Improvement approach.

Key aspects of the Budget Strategy

- The recently implemented corporate landlord function will deliver significant savings through better procurement and more cost effective management and administration.
- The council's commercial property portfolio will be carefully reviewed in conjunction with the Economic Development and Regeneration team to

ensure that it provides an effective return on investment while meeting wider policy objectives.

- The agreed Workstyles programme will deliver savings from the completion of Phase 2 and the commencement of Phase 3 involving the disposal of a number of buildings including King's House.
- We will move our provision of 'services to schools' by all central services onto a more commercial basis, working closely with Children's Services.
- While there will be no major changes to the Council Tax Reduction Scheme in 2014/15 (which replaced Council Tax Benefit) there will be a reduction in the budget for the associated discretionary funds because eligible demand has been lower than anticipated.
- There will be a reduction in the length of Council Tax discounts for empty properties to further incentivise use of the city's housing stock and sustain the taxbase.
- Expenditure on Housing Benefits Administration and other discretionary funds will need to be reduced as specific grants from central government reduce while costs of new burdens will be absorbed wherever possible.
- We will continue to lead cross-council and partnership working to plan for the changes that arise from Welfare Reform in order to mitigate the risks of incurring greater costs in other council budgets in particular Housing and Children's Services.
- There will be no major changes to the numbers or opening hours of council libraries but there will be further consolidation of other council and partner services into library buildings where appropriate.
- Charges for bereavement services will be brought into line with neighbouring authorities and competitors.
- There will be an increase in our overall revenue and capital investment in ICT in order to catch up on historic low levels of spend while moving to a more mixed economy of suppliers including with neighbouring councils and private sector suppliers.
- Legal and finance services will continue their risk based approach to providing advice and support, focusing where it is most needed and ensuring work is undertaken at the lowest level consistent with safe decision making as well as maximising the use of ICT to generate efficiencies.
- A joined up approach to prioritising corporate fraud interventions and risk management will mitigate against loss from fraud and error and insurance claims.
- Joint work across Human Resources and Property & Design will reduce expenditure on Health & Safety while sustaining resilience.
- Expenditure on workforce development will be reprioritised to ensure more investment in effective management skills with reductions in some specialist training provision.
- There will be a reduction in expenditure in administering systems (including payroll, debtors and creditors, revenues and benefits) following successful business process improvement reviews.

Service Area : FINANCE & RESOURCES and LAW

Service (including brief description)	Gross Budget £'000	Net Budget £'000	Total Establishment FTE	Description of Saving Opportunity	Impact on Outcomes / Priorities	Equalities Impact Assessment	Savings identified 2014/15 £'000	Full Year effect of 2014/15 savings £'000
Internal Audit, Business Risk and Corporate Fraud								
Internal Audit and Business Risk - part in house service, part external service provided by Deloitte's under Croydon Audit Partnership framework	652	565	10.0	Achievement of a £20k saving in 2014/15 would require the deletion of part of an audit post.	The Audit Plan will need to be carefully prioritised to ensure appropriate coverage and prioritisation of highest risk areas. The part time post is currently vacant.	Not needed	20	20
Counter Fraud (7 Housing Benefit Fraud Staff and 1 Corporate resource)	265	265	8.0	Recharging the Housing Revenue Account and Collection Fund for the corporate fraud resources that support housing tenancy fraud and council tax fraud.	The savings for the HRA and the Collection Fund from better prevention and detection of fraud are expected to exceed the value of the recharge.	Not needed	25	25
Internal Audit, Business Risk and Corporate Fraud Total							45	45

Service Area : FINANCE & RESOURCES and LAW

Service (including brief description)	Gross Budget £'000	Net Budget £'000	Total Establishment FTE	Description of Saving Opportunity	Impact on Outcomes / Priorities	Equalities Impact Assessment	Savings identified 2014/15 £'000	Full Year effect of 2014/15 savings £'000
Financial Services								
Accountancy Services - provides the full range of accountancy services including management accounting (budget/TBM monitoring), support to the budget process, strategic / operational business engagement and advice, options appraisal, business intelligence reporting, value for money programme support, production of financial statements, S151 functions, and support and maintenance of the corporate Financial Information System. Debtors - provides a full accounts receivable service including income collection and recovery, banking services, web-based payment services, security carrier contract monitoring, and support for associated corporate systems, etc. Creditors - provides a full accounts payable service including supplier engagement and database management, invoice processing and scanning, support for e-purchasing and associated systems.	3975	3,779	99.0	Financial Services continues to refine and review processes and develop new, efficient management accounting processes including e-budgeting, budget monitoring information (through Sharepoint) and establishment control. These processes and services provide more information to budget holders without additional work or analysis being provided by finance professionals. The level of opportunity may be dependent on organisational design (e.g. number of budget holders).	New processes take time to develop and to be adopted fully across the organisation but will continue to be identified and implemented where possible. Where financial skills are weaker, this represents risk to the organisation, however, this is mitigated through prioritising support to higher risk, higher complexity budget areas.	Not needed	122	122
				There is a potential to generate some additional contract income in relation to services to schools and the South Downs Park Authority through provision of additional/variable services within existing resources.	No impact anticipated.	Not needed	25	25
				Contract costs and the processes supporting banking and security carrier operations have been reviewed through effective contract monitoring; potential economies and efficiencies are possible including use of faster, cheaper payment methods (e.g. replacement of expensive CHAPS payments).	Some procedural changes will be necessary which may carry a low risk of disruption to services if not tested and implemented successfully.	Not needed	73	73
				The abolition of the Audit Commission and the transfer of external audit services to Ernst & Young has led to a decrease in annual audit fee charges to the council.	Audit fees are set by the Ernst & Young at national rates. We have minimal ability to influence the fee rates other than to minimise the likelihood of additional charges being incurred (e.g. due to additional testing of an identified control weakness).	Not needed	50	50

Service Area : FINANCE & RESOURCES and LAW

Service (including brief description)	Gross Budget £'000	Net Budget £'000	Total Establishment FTE	Description of Saving Opportunity	Impact on Outcomes / Priorities	Equalities Impact Assessment	Savings identified 2014/15 £'000	Full Year effect of 2014/15 savings £'000
Programme Management Office: The Programme Management Team comprises a small core team which is often augmented by one-off resources to support major initiatives.	119	119	2.20	The PMO is mainly funded from Modernisation Fund resources on an 'invest-to-save' basis to support modernisation programmes. However, there is a small core staffing budget of 2.20 FTE and it is proposed to delete the 0.20 FTE vacancy in this team.	No impact - part time post vacant.	Not needed	10	10
Financial Services Total							280	280
Strategic Finance and Procurement								
Strategic Finance (includes Treasury Management, Concessionary fares reimbursement, Medium Term Financial Strategy, Council tax and NNDR projections & monitoring, Joint Integrated Waste PFI, some seafront projects)	126	126	4.7	Merger of strategic finance work within the Financial Services division.	Would generate efficiencies from bringing together budget modelling, guidance and monitoring work and having most of the capital programme, project support and financing advice in one division as well as providing greater flexibility to support specialist work areas including Treasury Management. There will be a loss of senior finance capacity and experience.	Not needed	50	50
Strategic Finance and Procurement Total							50	50
Human Resources & Organisational Development								
Health and Safety - provides statutory compliance and assurance through providing access to competent advice, provision of training and audit functions. Working with city partners through the safety advisory group to ensure safe outcomes for the city	469	469	13.4	Joint work with Property and Design to train staff in Property on asbestos and fire knowledge enabling the merger of two posts.	Careful planning, risk assessment and training will ensure that this does not impact on the council's overall health and safety environment.	Not needed	40	40

Service Area : FINANCE & RESOURCES and LAW

Service (including brief description)	Gross Budget £'000	Net Budget £'000	Total Establishment FTE	Description of Saving Opportunity	Impact on Outcomes / Priorities	Equalities Impact Assessment	Savings identified 2014/15 £'000	Full Year effect of 2014/15 savings £'000
Workforce Development - Delivers, commissions and administers generic council wide training and development e.g. recruitment and selection, equalities, leadership and management. Team also directly supports ASC and children's services by managing commissioned budgets to support the City's social work and social care workforces which has high volumes of mandatory and statutory training.	1,550	1,531	21.6	There will be a reduction in the spend on the Adult Social Care Workforce Development reflecting ongoing reductions in the government grant funding provided to support this work. The cross subsidy from corporate training budgets will be removed.	The programme will be carefully prioritised in consultation with the Director of Adult Services to ensure that statutory and mandatory training provision is sustained.	Not needed	87	87
				The corporate Learning Resource Centre will become self service and there will be other efficiencies in the delivery of corporate training.	There will need to be ongoing review of the best methods of providing corporate training given tight resources including the mix between self service, e-learning and more formal courses.	Not needed	30	30
HR Services - Provides comprehensive policy development, employee relations, advisory, payroll and administrative support to the council to ensure the statutory and legislative employment requirements are met and that our workforce duties are maintained. Support to the council to attract and retain the right workforce to meet service priorities.	1,595	1,539	72.1	Business process improvement reviews have identified efficiency savings and the simplification of the council's payroll as a result of the new allowances system will help to reduce administrative costs.	Some of the workflow change is linked to system/ICT development and there is therefore a lead in time for implementation.	Not needed	75	100
Human Resources & Organisational Development Total							232	257

Service Area : FINANCE & RESOURCES and LAW

Service (including brief description)	Gross Budget £'000	Net Budget £'000	Total Establishment FTE	Description of Saving Opportunity	Impact on Outcomes / Priorities	Equalities Impact Assessment	Savings identified 2014/15 £'000	Full Year effect of 2014/15 savings £'000
Property & Design								
Architecture & Design. Delivery of an architectural consultancy service across the council including new builds & major extensions to schools to meet statutory school place requirements. Support for the Council's Major Projects. Delivery of the Workstyles accommodation VfM modernisation project. Value of current projects ~£25.8m (spanning 2 financial years).	1,332	-126	8.7	Reduced reliance on external consultancy through greater use of internal expertise.	None, efficiency saving.	Not needed	15	15
Building Surveying and Maintenance Team - Delivery of a building surveying and maintenance consultancy service across the council including delivery of the £6.5m annual planned maintenance programme to schools, social care premises, farms, civic, operational and historic buildings.	included above	included above	14.9	Reduced reliance on external consultancy through greater use of internal expertise and taking on additional work.	Additional fees will be used to support and help to fund other supporting posts within Property & Design thus reducing salary costs, producing savings and help to work towards a self-sustaining council.	Not needed	30	30
Workstyles team - Project management of the modernisation agenda - Workstyles phases 2 & 3.	188	-189	7.0	Final savings from Workstyle Phase 2 programme.	<ul style="list-style-type: none"> • More efficient & flexible working arrangements enabling a high performance workforce. • Opportunities for business process improvements to services. • Supporting the Council's work towards excellent customer services. 	EIA No. 30	60	60

Service Area : FINANCE & RESOURCES and LAW

Service (including brief description)	Gross Budget £'000	Net Budget £'000	Total Establishment FTE	Description of Saving Opportunity	Impact on Outcomes / Priorities	Equalities Impact Assessment	Savings identified 2014/15 £'000	Full Year effect of 2014/15 savings £'000
Corporate Asset Management team - Management of the property asset strategy & property performance assessments. Property information systems & performance indicators. Maintenance & management of the City's environment properties. Corporate wide energy & water management, supply contracts & billing across the Council. Administrative and financial support across Property & Design.	321	47	8.7	Deletion of Administrative Assistant post.	Post currently vacant, administrative duties will be dispersed across the team.	Not needed.	18	18
Estate Management - Management of the council's commercial urban and agricultural non-operational investment property portfolio. Asset valuations, Landlord & Tenant Act advice & Major Projects support.	833	-8,306	5.5	Increase in rental income through the careful management of the non-operational estate - increased units in New England House, reduction in voids & rent reviews on the agricultural portfolio.	<ul style="list-style-type: none"> • No negative health & safety impacts identified. • Increased income to the Council. 	Not needed	125	125

Service Area : FINANCE & RESOURCES and LAW								
Service (including brief description)	Gross Budget £'000	Net Budget £'000	Total Establishment FTE	Description of Saving Opportunity	Impact on Outcomes / Priorities	Equalities Impact Assessment	Savings identified 2014/15 £'000	Full Year effect of 2014/15 savings £'000
Facilities & Buildings Services - Management of the Council's main operational buildings under Corporate Landlord. Management of the property helpdesk / reactive maintenance service and council wide building cleaning, security and recycling & waste services through the use of corporate wide contracts. Provision of mechanical & electrical engineering services including statutory compliance term contract including gas safety & Legionella control / water hygiene.	1,551	971	32.6	Service re-design and increased income from Services for Schools work.	<ul style="list-style-type: none"> No negative health & safety impacts identified Improved customer service to service units through a centralised helpdesk providing a consistent service. 	Not needed	110	110
Corporate Landlord - Includes corporate wide budgets relating to reactive & planned maintenance, facilities management - corporate waste, cleaning & security contracts, utilities and business rates, leased-in building costs & related service charges. Statutory compliance contracts including mechanical & electrical & Legionella control.	12,890	12,890		<ul style="list-style-type: none"> £150,000 - maintenance procurement savings & efficiencies through the use of the Improvement & Efficiency South East (IESE) framework. £172,000 - reactive maintenance savings through procurement efficiencies, tighter control of expenditure and economies of scale achieved through centralised Corporate Landlord budget arrangements (£40k social care, £50k environment, £50k education and £32k general reactive budget). 	<ul style="list-style-type: none"> No impact on statutory and H&S maintenance arrangements. Reduction in discretionary maintenance services to minimum level - challenging reactive maintenance requests. Possible longer term impact on some areas if reactive maintenance proves inadequate Possible impact on perceived service quality to corporate contracts, e.g. reduction in frequency of building cleaning. 	Not needed	322	322
Property & Design Total							680	680

Service Area : FINANCE & RESOURCES and LAW

Service (including brief description)	Gross Budget £'000	Net Budget £'000	Total Establishment FTE	Description of Saving Opportunity	Impact on Outcomes / Priorities	Equalities Impact Assessment	Savings identified 2014/15 £'000	Full Year effect of 2014/15 savings £'000
Legal & Democratic Services								
Legal Services Provides: 1.legal advice & representation to the Council, its committees & officers. 2. Monitoring Officer, propriety & general governance advice. 3. Monitoring Officer & legal services to the Fire Authority and charities supported by the Council.	1862	1,414	41.8	1. Removal of centrally held contingency/resilience fund/s. This is used to meet pressure arising in individual teams and unanticipated costs.	This will have adverse impact in terms of resilience of the service and ability to cope with unforeseen increase in demand, but careful planning and more flexible workforce arrangements should help minimise the impact.	Not needed	25	25
				2. Increase fees for Fire Authority Contract.	No adverse impact.	Not needed	10	10
				3. Reduce FTE posts in Corporate Law, Commercial property and Housing & Litigation Teams- reallocate functions and reduce/stop legal support in some areas.	Some reduction in capacity in corporate law, commercial property, housing & Litigation Teams which may lead in a slower response time, reduction in support in some areas and inability to cope with increased workload.	Not needed	71	71
				4. Miscellaneous other savings.	These will be achieved by reassigning duties, not filling some part time vacancies and other measures.	Not needed	20	20
Democratic Services Provide support to decision-making meetings, run webcasting, member development and general support to members.	461	397	12.0	Delete a Democratic Services officer post and reallocate duties.	Some reduction in capacity in supporting decision-making meetings and a slower response for member issues in general, but this can be mitigated by revising existing arrangements and reallocating roles within the team.	Not needed	37	37
Members' Allowances. This includes basic and Special Responsibility allowances, transport and other reimbursement of expenditure incurred by Members	1087	1,087	0.0	Remove Member ward budgets.	This does not get used fully. Members' ability to communicate with their constituents may be affected, but it is not absolutely essential.	Not needed	11	11

Service Area : FINANCE & RESOURCES and LAW

Service (including brief description)	Gross Budget £'000	Net Budget £'000	Total Establishment FTE	Description of Saving Opportunity	Impact on Outcomes / Priorities	Equalities Impact Assessment	Savings identified 2014/15 £'000	Full Year effect of 2014/15 savings £'000
Overview & Scrutiny Assist the O&S committees to undertake in-depth and ad-hoc scrutiny of issues and make recommendations. It holds decision-makers to account	211	205	5.7 (3FTE doing actual scrutiny work)	It is proposed to reduce the number of staff in the service and reprioritise/reallocate responsibilities.	There will be a reduced capacity to do in-depth reviews as well as support call-in and policy development.	Not needed	35	35
Legal & Democratic Services Total							209	209
City Services - Libraries								
Homework Clubs - Delivery of study support to 12-19 year olds	45	45	2.1 (approx. 17 people)	Seek funding for homework clubs from schools.	If alternative funding were not available for homework clubs then young people would need to access alternative school based provision or use the libraries without additional support.	EIA No. 31	45	45
Commercial services - Retail and Conferencing at the Jubilee Library	149	-36	3.8	Modest increase in commercial income.	None identified.	Not needed	5	5
City Services - Libraries Total							50	50
City Services - Life Events								
Bereavement Services: Statutory service providing burials and cremations, maintaining the city's cemeteries and supporting HM Coroner.	1,506	-36	14.5	Adjusting fees for cremations to be more in line with nearest neighbours would generate additional income. Generation of new additional income for storage at City Mortuary.	More income generation.	Not needed	100	100
Electoral Services: Statutory service to prepare the electoral roll and deliver safe elections. Local Land Charges: Statutory service to provide residents and businesses with accurate information on the restrictions on pieces of land within the city.			13.2	Reduction in staffing in the land charges team.	Current high levels of performance in land searches suggest a reduction in staffing can be accommodated without significant impact on service outcomes.	Not needed	24	24

Service Area : FINANCE & RESOURCES and LAW

Service (including brief description)	Gross Budget £'000	Net Budget £'000	Total Establishment FTE	Description of Saving Opportunity	Impact on Outcomes / Priorities	Equalities Impact Assessment	Savings identified 2014/15 £'000	Full Year effect of 2014/15 savings £'000
Customer Services: Provides a number of key front line services to the council's customers including: Customer Service Centres at Bartholomew House and Hove Town Hall, the Switchboard and receptions at the main civic buildings, and the Business Control Unit. The team also administers concessionary travel (statutory service).	124	124	4.8	Existing service areas to absorb the duties carried out by the Business Control Team, mainly covering banking for Revenues and Benefits.	There will need to be careful reallocation of work and process redesign.	Not needed	56	56
Register Office: Statutory service providing registration of births, deaths and marriages and weddings and ceremonies.	640	-74	17.3	Service redesign to improve use of resources and support future income generation.	More income generation.	Not needed	46	46
City Services - Life Events Total							226	226

Service Area : FINANCE & RESOURCES and LAW

Service (including brief description)	Gross Budget £'000	Net Budget £'000	Total Establishment FTE	Description of Saving Opportunity	Impact on Outcomes / Priorities	Equalities Impact Assessment	Savings identified 2014/15 £'000	Full Year effect of 2014/15 savings £'000
City Services - Revenues & Benefits								
Revenues: Statutory service administering the collection of Council Tax and National Non Domestic Rates. Service also includes recovery, inspectors and bailiffs.	2,993	1,619	77.0	Reduce current period of Class C discount from six weeks to a shorter period (provisionally four weeks) Currently a Council Tax discount is available while a property is unfurnished and unoccupied. This discount lasts for up to six weeks, or until the property is furnished or occupied whichever date is earlier. The proposals are to reduce this period to four weeks. There is a separate 10% discount that is awarded in respect of properties that are empty and furnished, and that are to be re-let. The discount is similar to the Second Home Discount that council abolished from 1 April 2013. We propose to remove the furnished let discount from 1 April 2014.	The full impact of these proposals would have to be fully assessed. There would be impacts on landlords and organisations that may affect our relationship with them in other areas of council work which would need to be carefully managed.	EIA No. 32	347*	347*
Benefits: Statutory service administering the payment of Housing and Council Tax Reduction. Service also includes recovery of overpayments and administering discretionary funds.	3,705	3,705	127.0	Absorb the additional costs of administering the local Council Tax Reduction scheme within existing resources to enable new burdens funding from government to be a financial saving and reduce expenditure in line with 1% assumed caseload reduction.	Assuming case levels remain as predicted this saving should be deliverable without an impact on service levels.	EIA No. 33	194	194

Service Area : FINANCE & RESOURCES and LAW

Service (including brief description)	Gross Budget £'000	Net Budget £'000	Total Establishment FTE	Description of Saving Opportunity	Impact on Outcomes / Priorities	Equalities Impact Assessment	Savings identified 2014/15 £'000	Full Year effect of 2014/15 savings £'000
				In 2013-14 the Council Tax Reduction Discretionary Fund was funded at a higher level than the caseload suggested would be needed. It is proposed to reduce the recurrent funding from £200k per annum to £100k per annum which is still in excess of the current level of awards. The remaining £100k will be funded from the Local Discretionary Social Fund which is currently underspending significantly.	There will be £100k recurrent funding for Council Tax Reduction Discretions which is in excess of current spend. The remaining Local Discretionary Social Fund will also be in excess of current spend. The Discretionary Housing Payments Fund will not be affected.	EIA No. 34	200	200
City Services - Revenues & Benefits Total							741	741
Corporate Budgets								
Bulk Insurance Premia - corporate insurance costs	3,811	3,167	0.0	Reduction in budget for successful claims based on experience in 2013/14 and changes in law relating to "no win no fee" lawyers.	None	Not needed	100	100
Corporate Budgets Total							100	100
FINANCE & RESOURCES and LAW TOTAL							2,613	2,638

* Of the £0.347m saving £0.257m relates to additional resources raised through the tax base from Class C discount. This will be reflected in the revenue from Council Tax rather than a budget saving

Appendix 6

Capital Investment Programme 2014/15 to 2016/17

Capital Investment Programme	2014/15 £000	2015/16 £000	2016/17 £000
<u>Approved Schemes</u>			
Children's Services	3,196	-	-
Adult Services	2,833	150	150
Environment, Development & Housing - General Fund	7,598	1,664	1,500
Environment, Development & Housing - HRA	3,954	-	-
Assistant Chief Executive	14,535	60	-
Finance, Resources & Law	3,198	9,717	1,750
<u>Identified Schemes Not Yet Approved</u>			
Children's Services	6,510	9,000	6,300
Adult Services	-	-	-
Environment, Development & Housing - General Fund	325	-	-
Environment, Development & Housing - HRA	28,265	24,870	23,785
Assistant Chief Executive	698	-	-
Finance, Resources & Law	-	-	-
<u>Funding to be Allocated</u>			
Children's Services	2,420	2,420	2,420
Adult Services	-	600	600
Environment, Development & Housing - General Fund	8,179	6,750	6,000
Environment, Development & Housing - HRA	-	-	-
Assistant Chief Executive	-	-	-
Finance, Resources & Law	4,550	4,550	3,050
Total	86,261	59,781	45,555
<u>Funded by:</u>			
Government grants (unringfenced)	21,157	14,250	13,500
Government grants (ringfenced)	6,026	660	600
Capital receipts	605	-	-
Capital receipts (HRA)	2,563	3,287	-
Capital receipts (BH Seaside Community Homes)	1,869	1,664	1,500
Capital reserves	3,161	-	-
External contributions	2,344	-	-
Direct revenue funding	1,596	1,620	1,645
Revenue contribution to capital (HRA)	21,760	20,420	21,000
Council borrowing	20,308	2,513	4,110
Temporary funding to support Workstyles		7,110	(7,110)
Total Funding	81,389	51,524	35,245

Capital programme funding gap	4,872	8,257	10,310
Planned net receipts – ringfenced for Workstyles project	(964)	(2,391)	(8,530)
Planned net receipts – to support capital programme	(4,334)	(4,918)	(798)
Planned Contribution Brighton Centre Redevelopment		2,200	550
Capital funding shortfall	(426)	3,148	1,532

Capital funding shortfall should Patcham Court Farm receipt not be delivered.	(426)	6,148	1,532
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Council Carbon Budgets for 2014/15

APPENDIX 7

Carbon Budget	Budget lead	2011/12 Carbon Footprint (Tonnes CO2)	2012/13 Carbon Footprint (CO2 tonnes)	2012/13 Spend (net £)	2013/14 Carbon Budget target (tonnes CO2)**	2014/15 Carbon Budget Target (tonnes CO2)****
1) Total Corporate emissions (incl gas, electricity and oil)*	Angela Dymott	13,935	13,049	2,459,247	12,527	12,026
2) Landlord Housing emissions (incl gas and electricity)*	Jugal Sharma	6,829	6,014	1,206,040	5,773	5,542
3) Total School emissions (incl gas, electricity and oil)*	Angela Dymott	11,394	10,206	1,978,223	9,797	9,405
4) Fleet fuel emissions	Anita Cacchioli	2,268	2,245	953,624	2,155	2,068
5) Street Lighting emissions (electricity)***	Mark Prior	5,070	5,272	896,949	5,061	4,858

Caveats:

*Gas and oil data has been normalised using degree day analysis, to factor out the variations in outside air temperature. 2012/13 was colder than 2011/12 and so increased energy was generally required to heat our buildings. By applying heating degree-day data to the footprint we can adjust energy-consumption figures to factor out the variations in outside air temperature, in theory allowing us to compare on a like-for-like basis.

** Based on 4% reduction on 2012/13 performance. Performance against the 2013/14 budget will be calculated in July 2014

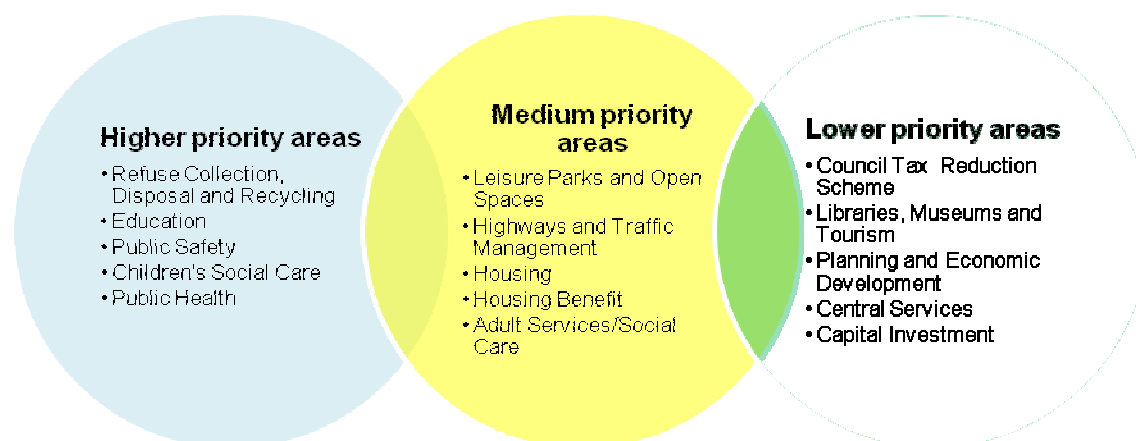
*** Excludes traffic signals

****Based on a 4% reduction on 2013/14 target (2013/14 actual data will be available in July 2014)

Energy consumption in buildings is based on a mixture of accurate readings and estimated billing and because of this our footprint provides an indication of energy consumption only. The installation of automated meter reading devices will improve the accuracy of our footprints, this is underway now.

**Summary Report:
Budget Consultation and Engagement with Residents Autumn 2013**

Summary of findings



- The majority would prefer funding to be at least maintained, if not increased, for all service areas, however, a third would reduce funding for the Council Tax Reduction Scheme.
 - Three areas where higher proportions (at least a third) would increase funding are Children's Social Care, Public Safety and Education.
 - 44% think Council Tax should never rise.
 - Residents are very much in favour of the exploitation of fines for anti-social behaviour as a way to increase revenue; parking charge rises were not favoured by most.
-

Introduction

Following a review of what worked well and what could be improved in terms of consultation and engagement with residents on the budget, it was agreed that the approach in 2013/14 would be designed to achieve two objectives:

1. Obtaining a statistically robust and representative response to our budget survey;
2. Ensuring that as many residents as possible have the opportunity to engage with our budget and have their say about it, should they wish to.

In order to meet objective 1 a postal survey was issued to a random sample of 3,280 households in early October, with an aim of receiving back 1,058 completed surveys to provide a robust sample.

In order to meet objective 2:

- the same survey questions were made available online via the Consultation Portal from 4 October 2013, and the link to this survey was widely promoted via social media;
- the same survey was made available in hard copy in libraries and public buildings;
- an online budget literacy and prioritisation tool was hosted on the Brighton & Hove City Council website budget pages from 8 October 2013.

Purpose of the Report

This report draws only on the results to the survey issued to a representative sample of households (which is the most reliable research data we have to draw on) and on the 'prioritisations' made by users of the online budget tool.

Analysis of the self-selecting samples' responses to the online and paper based survey will be included in an update report in January 2014, ahead of detailed budget discussions.

There is a range of other consultation and engagement activity taking place with stakeholders, staff and representative groups that also have relevance to budget deliberations.

Methods and response rates

Paper and online survey: representative sample

A paper-based survey was issued to a stratified random sample of 3,280 households across the city in the first week of October 2013. The covering letter accompanying the survey explained that households could also complete the survey online. The sample was stratified to ensure that all areas of the city were targeted.

A reminder letter and another survey were issued to those households which had not responded two weeks later, ahead of industrial action planned by Royal Mail staff.

A closing date of 4 November was set, although surveys received up to Monday 18 November are included in the analysis.

In total 668 surveys were received via this method, representing a response rate of 21% (once void addresses are removed from the base). Whilst the response rate was lower than anticipated (30%), the sample is robust at the city level at a confidence interval between 2% and 4%, depending on how many people responded to each question. This means that we can be sure that the results are accurate to within +/- 4%. For example, if a result from this

sample of households is 45% we know that the actual result, were we to survey all households, would be within the range 41% to 49%.

Online budget literacy and prioritisation tool

The budget pages of the Brighton & Hove City Council website include a link to an interactive budget tool. This enables users to see how much money is spent on different service areas, where the money comes from and, if they wish, to indicate what priority they would give the service areas if they were setting the budget.

The tool is still available at the time of writing but data was downloaded for analysis on 20 November 2013. Responses received up to 17 January 2014 will be analysed in the update to this report.

In total 292 people had used the tool and a maximum of 83 people went on to prioritise service areas.

Note about interpreting results

The results to the stratified random sample survey should be considered the most robust as these are from a random sample of households in the city. As there were 668 responses we can be sure that they are representative to within +/- 4% of the views of all households.

Analysis and Results

Paper and online survey: representative sample

Residents were first invited to rate as high, medium or low, the priority they would give to different service areas for themselves and their family, then to do the same prioritisation exercise for the city.

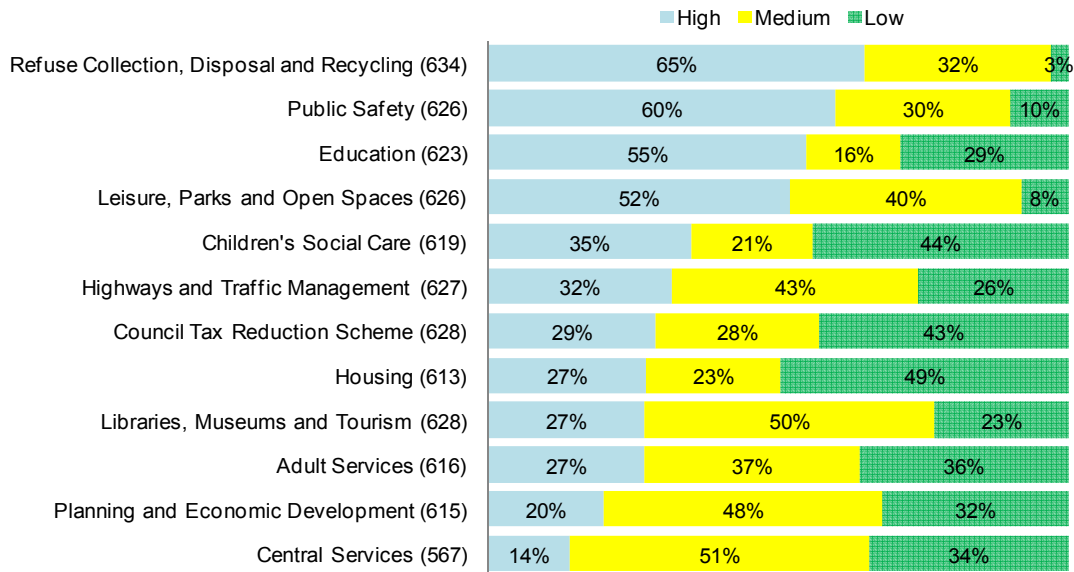
Not everyone who completed the survey rated every service area so the number of people rating each service area is given in brackets on charts. For example only 567 respondents rated Central Services, whereas 634 rated Refuse Collection, Disposal and Recycling.

A small number of respondents only rated services for themselves and their family and did not go on to rate them for the city as well.

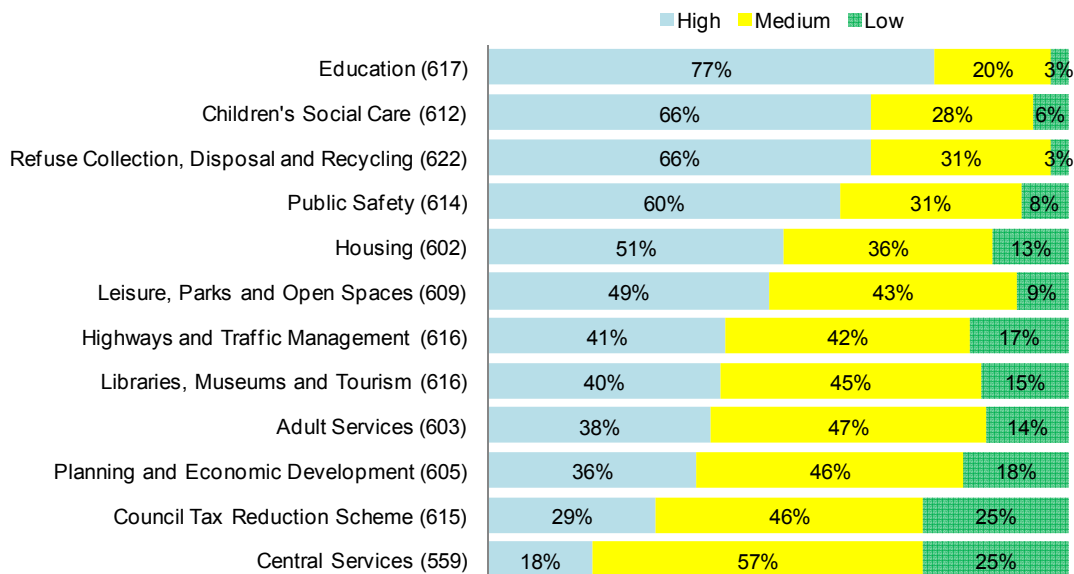
Results show that respondents tended to rate things as a higher priority for the city than for themselves and their families. There was also, unsurprisingly, more polarisation when rating service areas for themselves compared to the city; if a respondent (and their family) uses or benefits from a particular service they may be more inclined to rate it a higher priority, whereas a respondent not using or benefitting from a service may be more inclined to rate it low.

The charts below shows the service areas ranked from highest priority to lowest for respondents and their families then for the city.

Priority ratings of each service area: For you



Priority ratings of each service area: For the city



Higher priority areas:

- Refuse Collection, Disposal and Recycling had the highest priority rating for respondents themselves with 65% rating it high. Although it was the third highest priority service for the city, a slightly larger proportion, 66%, rated it higher for the city than for themselves. Just 3% rated it a low priority for either themselves or the city.
- Education was the highest rated service for the city with over three quarters of respondents (77%) giving it a high priority rating.

- Refuse Collection, Disposal and Recycling and Public Safety both have very high and very similar priority ratings, regardless of whether respondents were rating them for themselves or the city.
- Children’s Social Care also had a high priority rating, especially when rated for the city, with 66% rating it high.

Lower priority areas:

- Central Services was the lowest rated area with under a fifth rating it as a high priority for either themselves (14%) or the city (18%).
- Respondents consistently rated services for themselves as lower priorities than for the city. The following service areas were all rated a low priority by at least a quarter of respondents for themselves: Housing (49%) Children’s Social Care (44%), Council Tax Reduction Scheme (43%), Adult Services (36%), Central Services (34%), Planning and Economic Development (32%), Education (29%), Highways and Traffic Management (26%).
- For the city, just two areas were rated a low priority by at least a quarter of respondents; Council Tax Reduction Scheme (25%) and Central Services (25%).
- Despite differences in how respondents rated services for themselves and for the city, three of the four lowest rated services are the same regardless. These were Central Services, Planning and Economic Development, and Adult Services.

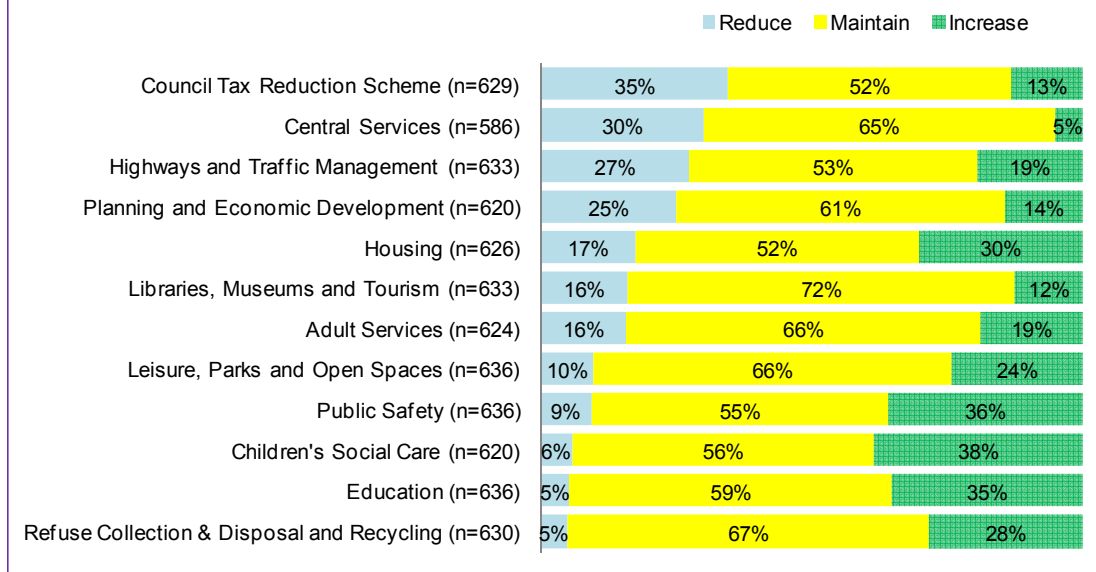
Areas with the widest spread of opinion:

- When rating services for themselves there was more variance than when rating services for the city. As mentioned before, this is likely to be as people rate services they currently use, or are more likely to use, as a higher priority.
- The widest spread of opinion when rating services for themselves and their families were Libraries, Museums and Tourism (27% high, 23% low), Highways and Traffic Management (32% high, 26% low), Adult Services (27% high, 36% low), Children’s Social Care (35% high, 44% low).
- Service areas where views were divided over the priority for the city were Council Tax Reduction Scheme (29% high, 25% low) and Central Services (18% high, 25% low).

The full report “Budget Survey 2013 ‘Your Money, Your Services’” includes more information about differences by characteristics such as age, gender, sexual orientation and ethnicity.

Respondents were then asked to say whether they would reduce, increase or maintain service area funding at the current level. Results are shown below.

Would you reduce, increase or maintain funding at the current level...



Reduce funding:

Respondents generally didn't want funding reduced with the majority opting to either maintain or increase funding for all areas.

That said, 35% would reduce funding for the Council Tax Reduction Scheme and 30% would reduce funding for Central Services.

Increase funding:

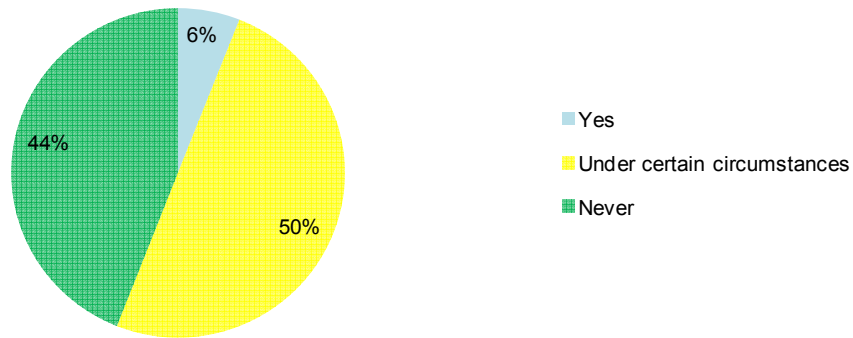
Over a third, 38%, wanted funding for Children's Social Care to increase, 36% wanted funding for Public Safety increased and a similar proportion, 35%, wanted funding for Education increased.

Maintain funding:

For each service area, over half of respondents thought funding should be maintained at the current level. Service areas with the highest proportions of respondents thinking that funding should be maintained were: Libraries, Museums and Tourism (72%), Refuse Collection, Disposal and Recycling (67%), Adult Services (66%), Leisure, Parks and Open Spaces (66%) and Central Services (65%).

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

Do you think Council Tax should ever rise? (n=659)

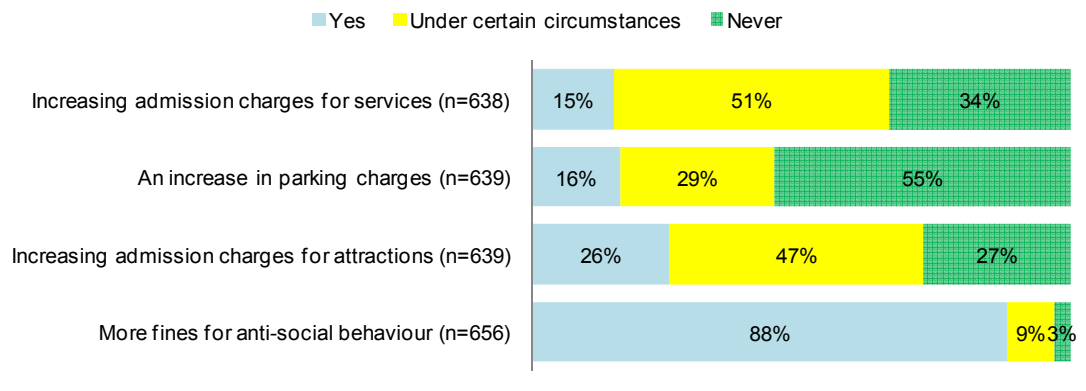


Just 6% of the sample felt that Council Tax should rise, compared to 44% who thought that it should never rise. Half the sample felt that an increase in Council Tax could be justified in certain circumstances.

Analysis of people’s ‘free text’ comments around the circumstances that they would support a rise in Council Tax is currently being undertaken.

Respondents were then asked if they would support raising money from any of four different sources.

Would you support raising money from any of the following sources?



There was clear support for raising council revenue through fines for anti-social behaviour such as litter, dog fouling and noise with 88% of the sample saying they would support raising money via such fines.

Over half of respondents (55%) opposed raising revenue through increasing parking charges.

Respondents were divided as to whether increasing admission charges for attractions would be popular with 26% in favour and 27% not.

Analysis of respondents' other 'free text' suggestions for increasing income to support the budget is currently being undertaken and will be included in the update report in January.

Online budget literacy and prioritisation tool

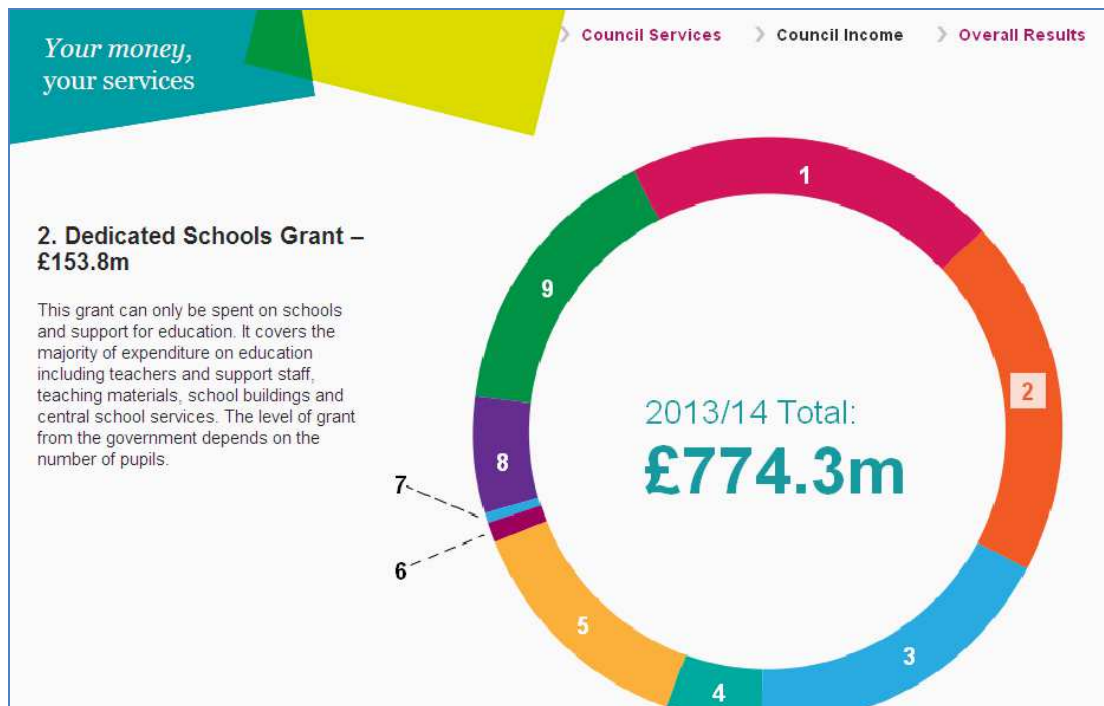
By 20 November 2013 292 people had used the interactive budget tool which shows how much money is spent on different service areas, as well as where it comes from. On the first screen, when a user clicks a particular service area, details of what each area includes appear, as well as the cost in 2013/14.

The screenshot below shows the tool where the user has clicked on Education.



Users of the tool have the opportunity to rate the 14 different service areas with a priority rating of high, medium or low. Not all users choose to do this, and the tool is as much, if not more, about budget literacy as it is about gathering feedback. So, whilst 292 people have looked at the tool (these are individuals looking at the tool rather than the number of visits which is 443) a maximum of 83 have gone on to prioritise service areas.

On the second screen users can find out where council income comes from. In the screenshot below the user has clicked on the orange section of the chart (labelled 2) relating to the Dedicated Schools Grant.



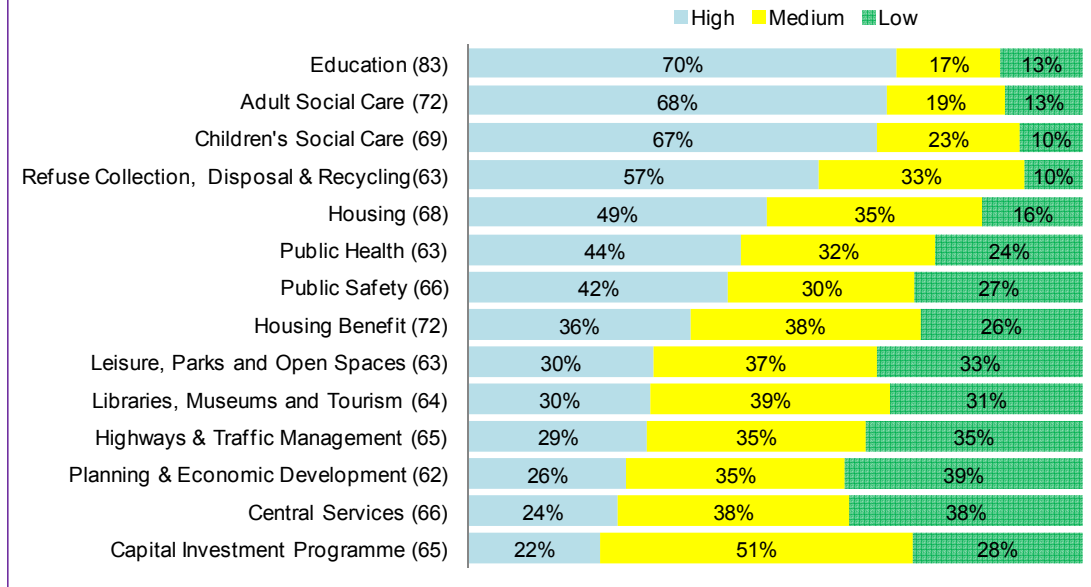
On the final screen of the tool users can see the average results of how all users of the tool have prioritised services.

Not all users who prioritised any services as high, medium or low prioritised all services; they missed out rating some. For example, 83 users have given Education a priority rating but only 62 have given Planning and Economic Development a rating.

The chart below shows the percentage of all users rating each service area as high, medium or low.

Note that there are three additional service areas in the tool to the ones asked about in the survey outlined above; “Capital Investment Programme”, “Public Health” and “Housing Benefit”. Also the term “Adult Social Care” is used on the tool where “Adult Services” is used on the survey. Council Tax Reduction Scheme is included in the survey and not the tool.

Priority ratings of each service area



Higher priority areas:

- Education, Adult Social Care and Children's Social Care all received high ratings with at least two-thirds rating these areas as high priority (70%, 68% and 67% respectively). In each case around 90% rated them as high or medium priorities.
- Refuse Collection, Disposal and Recycling and Housing were also rated relatively high priorities (57% and 49% rated them high) with over 80% rating them as high or medium (90% and 84% respectively).
- Public Health, Housing Benefit and Public Safety were all rated very similarly, with around three quarters of the sample rating these as high or medium priorities (76%, 74% and 73%).

Lower priority areas:

- Four areas were rated as a low priority by at least a third of users of the tool; Planning and Economic Development (39%), Central Services (38%), Highways and Traffic Management (35%) and Leisure, Parks and Open Spaces (33%).
- Capital Investment was rated a high priority by the smallest proportion of people, 22%, but a comparatively large proportion (51%) rated it a medium priority.

Areas with the widest spread of opinion:

- Libraries, Museums and Tourism was rated high by 30%, medium by 39% and low by 31% revealing little agreement about its status.
- Leisure, Parks and Open Spaces was rated high by 30%, medium by 37% and low by 33%, therefore having a narrow margin rating it a lower priority rather than high.

- Housing Benefit also divided opinion with 36% rating it high, 38% rating it medium, and 26% rating it low. Here then, a narrow margin rated it a higher priority rather than lower.
- Highways and Traffic Management was rated high by 29%, and medium and low by 35% each, so marginally more people felt it was a lower priority than high.

Conclusions

- The majority would prefer funding to be at least maintained, if not increased, for all service areas, however, a third would reduce funding for the Council Tax Reduction Scheme.
- Three areas where higher proportions (at least a third) would increase funding are Children's Social Care, Public Safety and Education.
- Residents are very much in favour of the exploitation of fines for anti-social behaviour as a way to increase revenue; parking charge rises were not favoured by most.

Budget 2014-15 First Round Equality Impact Assessments (EIAs) for impacts on Service-Users

1. Introduction

1.1 This report describes the process of the first round of Equality Impact Assessments (EIA) made on the budget proposals for 2014/15 and analyses the findings. The council has a legal duty (under the Equality Act 2010) to evidence that we have paid 'due regard' to the need to:

- eliminate unlawful discrimination,
- advance equality of opportunity and
- foster good relations between persons who share a relevant protected characteristic¹ and those that don't.

Budget EIAs demonstrate how the council is considering impacts as part of the decision-making process and action we will take where needed.

1.2 The report describes:

- the council's legal duties in the budget-setting process (section 2),
- the council's approach to and aims in Equality Impact Assessment (EIA) as part of decision-making (sections 3 and 4),
- the local and national context of these budget proposals (sections 5 and 6),
- which legally protected groups are identified at this stage as potentially experiencing disproportionate impacts, from individual or cumulative proposals (section 7),
- council-wide cumulative impacts identified at this stage (section 8),
- the over-arching actions which will be needed to mitigate negative impacts and maximise positive impacts (section 9),
- the next stages in further developing the EIAs, including consultation (section 10).

2. Our legal duties

2.2 Under the equality duty (set out in the Equality Act 2010), public authorities must have 'due regard' to the need to eliminate unlawful discrimination, harassment and victimisation as well as to advance equality of opportunity and foster good relations between people who share a protected characteristic and those who do not.

¹ 'Protected characteristics' are: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. (Also marriage and civil partnership, but only in relation to eliminating discrimination.)

2.3 The protected groups covered by the equality duty are: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation. The duty also covers marriage and civil partnerships, but only in respect of eliminating unlawful discrimination. Assessment has also been included of impacts on child poverty.

2.4 The law requires that public authorities demonstrate that they have had 'due regard' to the aims of the equality duty in their decision-making. Assessing the potential impact on equality of proposed changes to policies, procedures and practices is one of the primary ways in which public authorities can demonstrate that they have had 'due regard'.

2.5 By law, our assessments of impact on equality must:

- Contain enough information to enable a public authority to demonstrate it has had 'due regard' to the aims of the equality duty in its decision-making
- Consider ways of mitigating or avoiding any adverse impacts.

2.6 The Public Sector Equality Duty (PSED) does not prevent councils from making difficult decisions such as reorganisations and relocations, redundancies, and service reductions, nor does it prevent decisions which may affect one group more than another group.

2.7 The duty enables public bodies to demonstrate that they are making financial decisions in a fair, transparent and accountable way, considering the needs and the rights of different members of the community. This is achieved through assessing the impact that changes to policies, procedures and practices could have on people because of their legally protected characteristics.

3. Brighton & Hove City Council Approach

3.1 The council has used a Budget EIA process to identify the main potential disproportionate impacts arising because of people's protected characteristics and on child poverty. Where relevant they draw on existing service EIAs.

3.2 EIA screening documents have been completed by service leads on budget proposals where the proposed changes potentially impact on service provision. Each one lists:

- A page summarising the proposed change, key impacts and mitigating actions;
- Details of the potential differential impact on the legally protected groups and on other relevant groups covered by the council's Equality and Inclusion Policy 2012-15, including poverty;
- Details of the actions proposed.

3.3 Impacts and actions of all the proposals have been collated by Directorate with an introduction explaining the context of the proposals and how they fit into strategies and forward planning.

3.4 All the full EIAs are available in the Members' Room and to the public on request.

3.5 All the EIAs have been reviewed by the Communities, Equality and Third Sector Team and discussed by the Executive Leadership Team to consider overall impacts and ensure consistency.

3.6 The Human Resources team is considering the overall equalities impacts on staff as part of the consultation process where posts may be affected.

4. Aims of Equality Impact Assessments (EIAs)

4.1 The Equality Duty (within the Equality Act 2010) supports good decision-making: it encourages public bodies to understand how different people will be affected by their activities so that policies and services are appropriate and accessible to all and meet different people's needs. This makes them more efficient and effective.

4.2 Considering the potential positive and negative impact of decisions on different equality groups as part of decision-making is a central part of meeting the council's duty under the Act, and demonstrating that we are doing so.

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

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

4.4 Nationally, there have been a number of successful legal challenges to funding decisions because public authorities have failed to show such consideration during the process. In such cases, the public authority will almost always be required to start the decision-making process again, with improved consultation and evidence gathering to identify the impact on particular groups.

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

on less advantaged members of society is as great, if not greater.”

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

5. National context

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

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

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

6. Local context

6.1 The council's corporate priorities are detailed in the [Corporate Plan](#):

- Tackling inequality
- Creating a more sustainable city
- Engaging people who live and work in the city
- Modernising the Council

6.2 Relevant local priorities and context includes:

- Substantial proactive work to support financial inclusion;
- A collaborative approach across the council to help mitigate the impacts of welfare reform where possible;
- Close partnership working across social care and health both for children's services and adults'; and
- A strong focus on improving educational attainment and opportunities for access to employment for our young people.

7. Legally protected groups currently identified as potentially experiencing significant or cumulative impacts

7.1 The EIA process and consultation have been based on identifying whether or not service delivery impacts are likely to be different for a person because of their protected characteristic (with a focus on where impacts may be worse).

7.2 There has also been an overall assessment of:

- the impact of funding changes from one service on another across the council (cumulative impacts);
- consideration of what mitigating actions can be taken, and how we can monitor, evaluate and take action on impacts which may occur.

7.3 The overall assessment is that there is no evidence across the EIAs of discrimination in the Budget proposals.

7.4 However, the EIAs do highlight concerns about the council's ability to achieve our Corporate Plan objective of 'tackling inequality'. Therefore we have identified key activities to ensure continued progress against this aim. More details are given below.

8. Identified cumulative impacts

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

8.2 Impacts across a number of budget proposals are identified for the following protected characteristics:

- age (older and younger people)
- disability
- ethnicity
- gender (women and men)

8.3 Key impacts include:

8.3.1 Increased fees and charges in a number of services may accumulate for individuals and families, especially for those who will be affected by national changes in benefits and housing allowances, national employment trends and increases in food prices and fuel prices. Those at risk of financial exclusion are likely to be most affected and this may disproportionately include people covered by the law. However significant one off and recurrent resources to provide additional advice and ensure financial inclusion are being allocated from agreed budgets last year. There will be a cumulative impact assessment on fees and charges included with the overall Budget and council Tax report to this committee in February 2014.

8.3.2 Changes to specialist services and contracts (eg: Learning Disability, Mental Health) raise potential issues for mainstream services. In addition, mainstream services need to be accessible and appropriate to people's specialist needs. Developing capacity and skills in the mainstream to manage complex needs effectively and sensitively also places a demand on resources. The budget proposals have been prepared with an emphasis on protecting investment in preventative services and on ensuring that resources are targeted where most needed.

8.3.3 Significant changes in services or the physical appearance of the city are likely to have a larger impact on some groups more than others (eg: impact of changed routines in transport or day care for people with Learning Disabilities, street repairs being done more slowly may impact disabled

people). These areas will need careful implementation to ensure that impacts are mitigated in the process.

8.3.4 Some actions in service EIAs to mitigate impact are related to links to Community and Voluntary Sector (CVS) services (eg: for communicating information, identifying impacts of cuts on specific groups, advocacy), at a time when there is pressure on the CVS in relation to funding, which raises an issue of these groups' capacity. The council has therefore been supporting the sector's Transforming Local Infrastructure (TLI) project to help sustain that capacity and developing a council-wide Third Sector Policy and Commission.

9. Council-wide Mitigating Actions

9.1 It is important to note that existing council equalities approaches (such as Equality Impact Assessment and actions from the council's Equality and Inclusion Policy) will be a critical part of minimising or avoiding negative impacts on specific groups protected in law. Also, needs assessments (such as the ones currently in progress focused on Black and Minority Ethnic communities and the Trans community) will enable better understanding of communities and their access to and outcomes from services, helping us to identify and respond to needs more effectively.

9.2 Regular equalities monitoring and analysis to evaluate trends and identify actions, and robust equality impact assessment which actively engages stakeholders are fundamental to meeting our legal duties and corporate commitments. Senior managers will continue to have responsibility for overseeing this as decisions are made and service changes take place.

9.3 In addition the following actions are planned to mitigate negative impacts:

9.3.1 Monitoring of impact: Services must ensure ongoing equalities monitoring of the impact of service changes, to identify trends in disproportionate or unanticipated impact at an early stage to address them. This reporting should be monitored council-wide at senior levels within the council in order to identify cumulative impacts and mitigating actions. Consideration should be given to working with other partners in this monitoring and evaluation where appropriate.

9.3.2 Informing decision-making: The findings of this monitoring should be used to inform the budget-setting process next year.

9.3.3 Full EIAs: Full Equality Impact Assessments will be undertaken where appropriate with relevant Community and Voluntary Sector groups, service-users, advocacy services, partner organisations and other relevant groups. If issues highlighted in the consultation process have not yet been addressed, then they must be considered within full EIAs, as well as additional focus on more 'hidden' populations (eg: people with moderate learning disabilities, or people with mental health issues).

9.3.4 Targeting based on need: Resources and services should clearly identify specific needs of different groups at an early stage in order to be most effective and meet needs at first contact wherever possible. Targeting resource more efficiently, accessibly and appropriately benefits service-users and also provides better value for money. The council's approach to commissioning with its focus on needs assessment will continue to be an important part of this process.

9.3.5 Gaps in monitoring: Where gaps in monitoring have been identified during this screening EIA process, steps should be taken to fill these in the forthcoming year. This will enable better modelling of potential impacts and assessments in future.

9.3.6 Linking council services: There are ongoing opportunities for working together across council services more effectively, developing the links between related services and teams to avoid duplication and gaps. This reduces costs and enables service-users to access services seamlessly.

9.3.7 Partnership working: There are opportunities for working differently with partners, both statutory and Community and Voluntary Sector groups (for example more closely aligning related services, or commissioning specific services to mitigate negative impacts). This includes work to develop a council-wide Third Sector Policy and Commission to better target resources. In addition there is increasing integration with services both internal and external to the council, including health.

9.3.8 Engagement: Continue engagement with service-users and potential service-users using the best practice principles in the Community Engagement Framework to identify ways in which services can be improved to better meet diverse needs. This will enable services to be more accessible, appropriate and efficient.

9.3.9 Learning and Development: consider how to increase staff capacity, skills and knowledge in identifying and addressing diverse needs in mainstream services.

9.3.10 Communication: Clear communication of changes, especially to vulnerable groups, well in advance of the changes taking place will help to reduce anxiety and disruption. Council communications must target specific audiences in appropriate ways, ensuring that messages about the changes and reasons for them are explained simply, along with any information about alternatives or sources of advice or support. Where CVS groups are more effective in communicating with specific groups consideration should be given to providing them with the resources to enable this to happen.

10. Next Steps

10.1 Additional work with partners across the city is planned via the City Management Board to share the council's approach, gather views on our proposals and gain information on other proposals across the city which may have an impact.

10.2 Consultation on proposals will include specific consideration of equalities issues, especially when these have already been highlighted in the EIA. Any additional information (disproportionate impacts or mitigating actions) will be added to the EIAs. Revised EIAs will be re-submitted after initial consideration of them in December.

10.3 A specific consultation event is being held on 12 December with Community and Voluntary Sector groups (with the CVSF) to consider the EIAs and impacts on legally protected groups.

10.4 EIAs will be revised during December and January in light of consultation, Members' feedback and then reviewed again by the Communities, Equality and Third Sector Team. A further consultation process will be held with CVS groups after budget papers are released publicly in the new year before Full Budget Council.