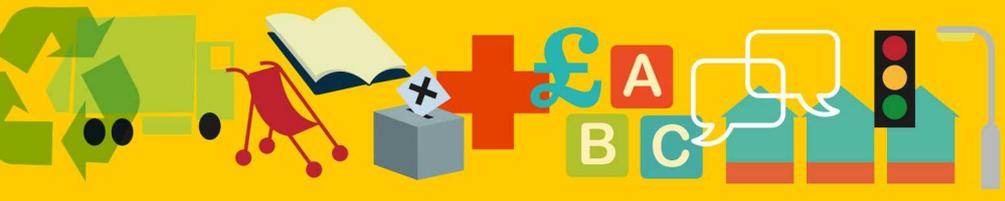


Brighton & Hove City Council

The way ahead

Corporate Plan 2015-2019



The council's vision is the city's vision

Brighton & Hove – the connected city.
Creative, dynamic, inclusive and caring. A
fantastic place to live, work and visit.

Vision of Brighton & Hove Connected and Brighton & Hove City Council

We have adopted the city's partnership vision, principles and priorities for the council's own Corporate Plan. Along with our own purpose & ambition we use these to help us plan, budget, deliver and review our services and to drive the way ahead for the organisation.

Our purpose & ambition

- Strong civic leadership
- Value for money
- Quality public services
- Protect the vulnerable

Our principles

- Increasing equality
- Improving engagement

Our priorities

- Economy & housing
- Children & young people
- Health & wellbeing
- Community safety & resilience
- Environmental sustainability

For full information about the city's partnerships visit www.bhconnected.org.uk/

Cover image of Trans Pride march courtesy of Sharon Kilgannon



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A message from the leader & chief executive

Welcome,

Our 2015-19 Corporate Plan explains the way ahead for the council at a time when local government nationally is going through enormous change. We must not only meet our extreme financial challenges but also the needs of our residents and the city as a whole, tackling inequality within communities and protecting our environment.

We know the city has fared better than some through the recession but there is no room for complacency. The cost of living in the city is still difficult for many and council services are under pressure as demand increases and our funding reduces by an estimated £104 million over the next four years. Without action, rising costs in social care alone, clearly some of our most vital work, mean that we along with other councils will face serious financial risk.

The relationship between the council, partners, providers and citizens has got to alter radically if services are to continue to be delivered. The council is going to become a smaller organisation with the emphasis on our purpose – strong civic leadership, value for money, quality services and protecting the most vulnerable. We cannot do this alone – our partners and citizens must be at the centre of everything we do.

Tough choices have to be made about what the council can and cannot deliver and who is best placed to provide services. We will work in ways that engage and empower residents to take greater control of their own lives, getting the maximum benefit of the resources that are available to the community and public sector. We must work in collaboration with communities to design and even help deliver services.

We need to make the most of rapidly advancing opportunities to connect, engage and enable online and in person. Digital capability and accessibility will be a big part of future council service delivery, allowing the council to meet customers' needs in more convenient and personalised ways.

At the heart of all of this are our staff. Change is hard and we recognise that. Our people work incredibly hard for services they believe in at a time when funding is difficult. We have done as much as we can in terms of doing more for less – staying as we are is not an option. We need to look for opportunities with our staff to work differently, with ambition to meet residents' needs and assure safety for the most vulnerable.

We have begun an open discussion with staff and the city through our Stop, Start, Change campaign and these conversations will influence our budget setting process and decisions far beyond.



The council is an important part of life in this city – we have the opportunity and the potential to realise the shared partnership vision of a connected city. We have a unique and democratic duty to represent the best interests of our citizens.

It is why we have adopted the city’s vision as our own for our Corporate Plan. We will use our plan, the city’s principles and priorities with our own purpose & ambition, to deliver services and review our progress as we follow our way ahead. More detail will follow in our Directorate Plans, published each year.

Most importantly tell us what matters to you, about your ideas for the council’s and the city’s future.

E-mail policy@brighton-hove.gov.uk

Or phone 01273 293944

Or follow us on Twitter [@BrightonHoveCC](https://twitter.com/BrightonHoveCC)



Penny Thompson
Chief executive



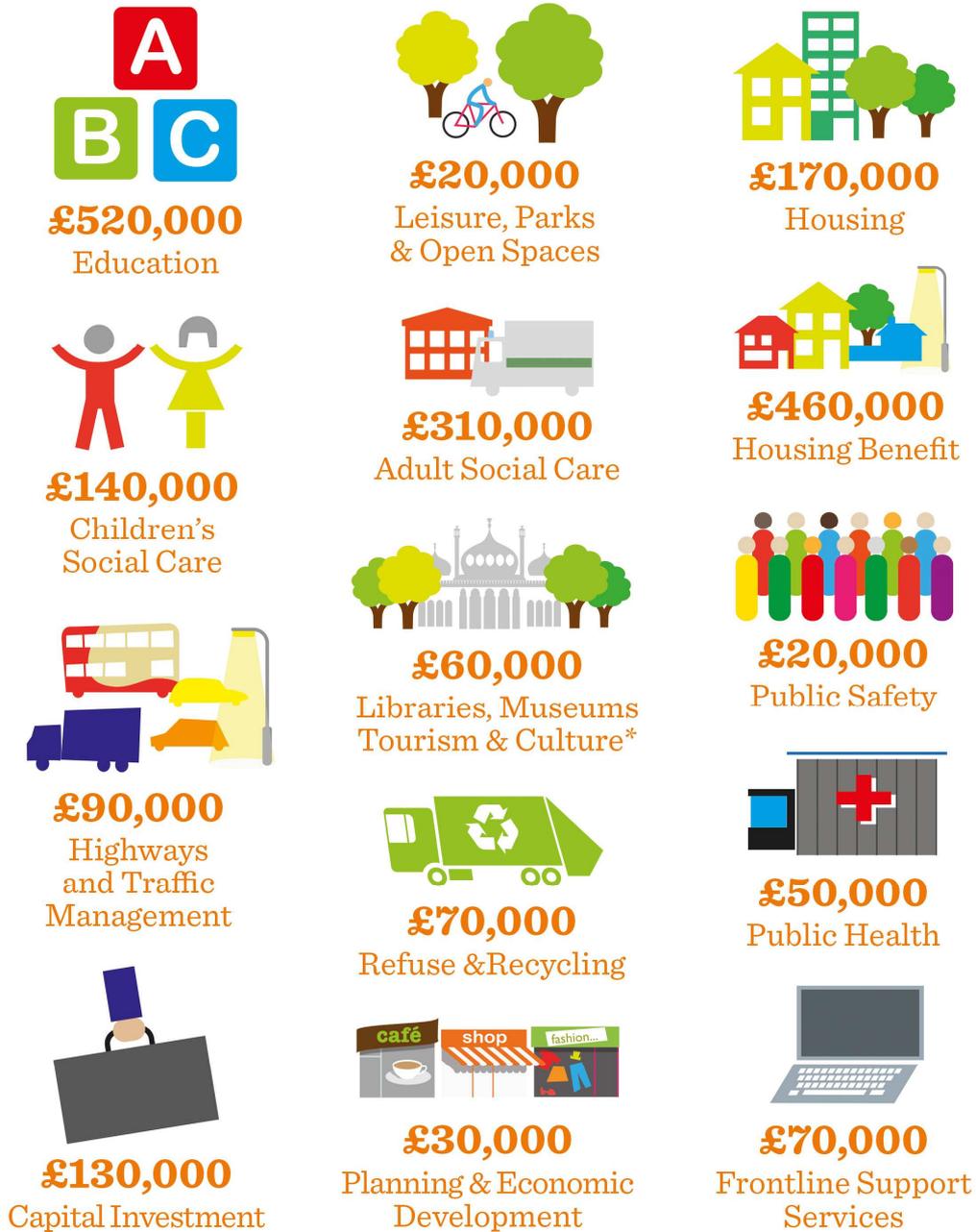
Councillor Jason Kitcat
Leader of the council



Spending on services

Current spending

In 2014/15 £2.1 million was spent every day on council services. The amounts below include additional funding and earned income which is generated specifically to help fund services.



*Approximately half the spend for Libraries, Museums, Culture & Tourism is generated through earned and other external income.

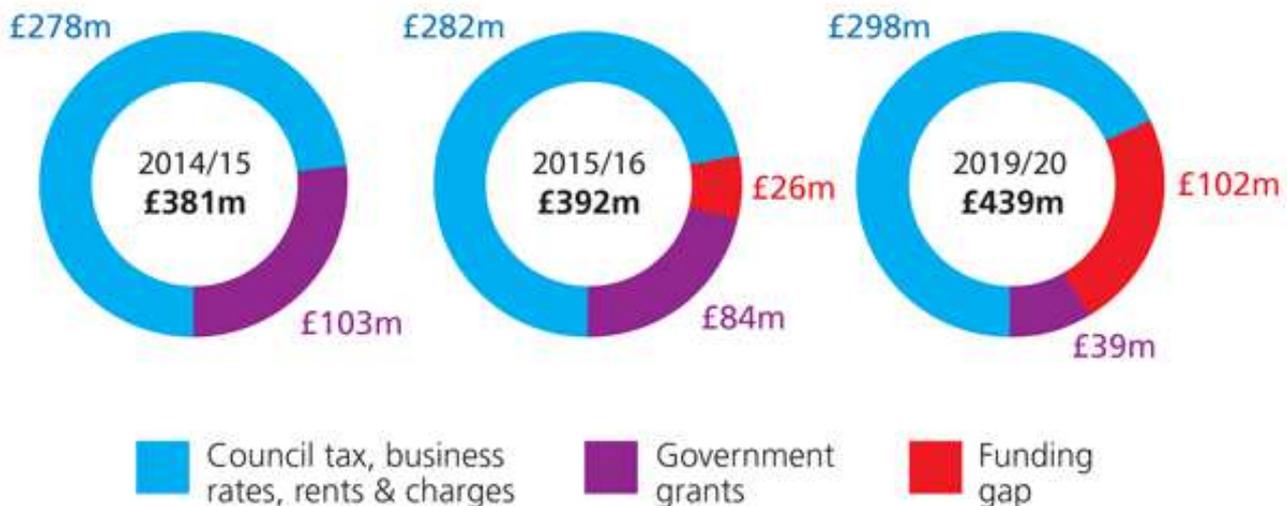


Spending on services (continued)

The budget gap

Of the total budget of £778 million in 2014/15, just over half (51%) is protected, or ring-fenced, to be spent only on education, housing benefit and council housing. Our challenge in 2015/16 and onward is therefore to reduce spending from the remaining half (49% or £392 million), which is funded by council tax, business rates, government grants and fees and charges. This is spent on services like social care for vulnerable children and adults, libraries and transport.

We expect that rising costs and demand for services with reduced funding will result in a budget gap of £102.4 million by 2019/20, assuming there is no increase in council tax. In 2015/16 alone we are losing £18 million of government grant funding, which together with increased costs, leaves a gap of £26.3 million. We have already saved £77.5 million between 2011/12 and 2014/15.



Future spending

Growth in the short term will make a small contribution. We expect council tax payments to increase by about 250 properties a year. Business rates will also grow, but much of this will be from small businesses who pay lower business rates. Fees and charges are expected to increase too. A change in central government in 2015 would be unlikely to change the scale of the funding reductions. Therefore savings have to be met by significantly reducing current spend on services.

In the longer term our approach will be to transform how we operate as a council to improve outcomes for citizens and reduce our overall costs, leading partners in efforts to get people into employment as a route to improved health, family stability and reduce need for social care. Our approach fits with the government's intention that as a council and city we become financially more self-sufficient through growth, community involvement and increased social action.



Modernising the council

If we are to help realise the city's vision, deliver our own purpose & ambition and meet the budget challenge then we have to modernise what we are and how we work, collaborating with and empowering our staff, partners, communities and citizens alike.

Modernisation boards are focusing projects and programmes across the council to drive change and improvement in key areas. Though the budget situation is tough, prioritised investment is the only way to deliver services in ways that people can continue to access and reduce dependency on some of our most expensive services.

Strong civic leadership

A council that is governed well and delivers strong civic leadership, working with others to drive a sustainable future for the city and all of its citizens.

This means:

1. Upholding our democratic principles through our constitution, ensuring we represent and reflect communities who elect councillors and pay for council services.
2. Demonstrating our civic leadership through partnership forums, such as Brighton & Hove Connected and the City Management Board locally and Key Cities nationally.
3. Driving an organisational culture based on our shared values, where performance of self, others and services is well managed.
4. Strengthening our partnership delivery arrangements and building collaborative, trustful and empowering relationships between the council and citizens.
5. Establishing Brighton & Hove and the Greater Brighton region's profile as a UK economic and skills leader and visitor destination.
6. Supporting the delivery of our One Planet Living sustainability approach within the council and across the city.

Value for money

A council that makes the best use of limited public resources, ensuring that services represent good value for council tax payers and protect our financial future.

This means:

1. Continuing our value for money programme to reduce service costs in key areas.
2. Using our assets, property and land to the best financial effect, supporting collaboration in future service delivery and enabling investment and regeneration in the city.
3. Reviewing our model of central services provision within the council to ensure it can support modernisation across the whole organisation.



Modernising the council (continued)

4. Leading progress with partners on future funding relationships between local public services, capitalising on growth and opportunities in the wider economy.
5. Learning by comparing our services with other councils and providers, and from best practice elsewhere.

Quality public services

A council that understands communities and ensures the right services are provided well, managing rising demand and putting staff, partners and citizens at the heart of delivery.

This means:

1. Knowing what drives demand for services by engaging with our diverse communities and understanding how effective our services are in meeting citizen's needs.
2. Altering behaviours, making interaction between citizens and the council more straightforward with a business strategy for a digital age.
3. Building more collaborative relationships between citizens and the council to empower people to do some things for themselves in partnership with us.
4. Changing the way we invest in services to provide earlier, preventive support to more vulnerable people and families reducing complex problems before they arise.
5. Using the Stop, Start, Change work we have begun to radically redesign and change how services are delivered that put citizens at their heart and improve outcomes for communities and the city.

Protect the vulnerable

A council which safeguards its most vulnerable children and adults, providing help earlier to prevent the need for intensive and costly support later.

This means:

1. Reducing the numbers of children and young people receiving intensive and costly social care interventions, supporting families earlier to take care of themselves.
2. Keeping vulnerable adults with complex needs safe with the right support to improve their own circumstances and live independently.
3. Helping older people to remain independent and involved in society, with personalised care plans and family support that reduces dependency on long term care.



A high performing workforce

The scale of reductions in funding mean that our future council will be smaller in terms of the number of people we employ and we will not directly deliver all the services we do now. We must build capacity for working better in partnership across public services and the community and voluntary sector, transforming our relationship with citizens. Our future workforce will need the skills to provide public services in different ways, working with new models of delivery and in greater collaboration with communities.

The pace of change necessary to modernise services requires the workforce to be flexible and to respond positively to change, in a way that demonstrates the organisation’s values and promotes a culture that improves performance and value for money. We will develop our workforce to be able to make a full contribution in a changing and dynamic environment, whilst continuing to ensure the quality of our services during our process of modernisation.

Living our values, every day

Our values form the basis for work objectives and performance conversations across the council and describe the professional behaviour that is driving our modernisation programme.

Collaboration

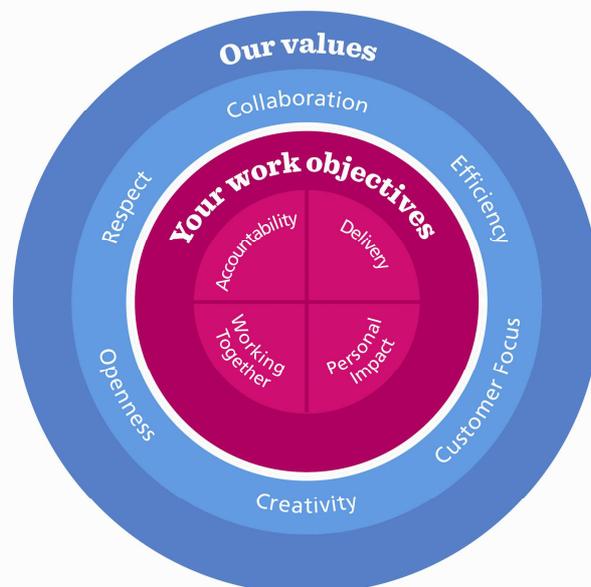
Work together and contribute to the creation of helpful and successful teams and partnerships across the council and beyond.

Respect

Embrace diversity with kindness and consideration, and recognise the value of everyone.

Openness

Share and communicate with honesty about our service and ourselves, whenever appropriate. Accept where we have to change in order to improve.



Efficiency

Work in a way that makes the best and most sustainable use of our resources, always looking at alternative ways of doing things.

Customer focus

Adopt our Customer Promise for colleagues, partners, members and customers:
“We will be easy to reach, be clear and treat you with respect, listen and act to get things done”

Creativity

Have ideas that challenge the ‘tried and tested’, use evidence of what works, listen to feedback and come up with different solutions.



Foundations for the future

Recent activity and achievements demonstrate our foundations for the way ahead.



Tour of Britain cycle race

Increased our international sporting offer, bringing £1.3 million into the city's economy



Trans equalities work

Award winning activity to raise awareness of Trans issues and promote Trans equality



Soundcity

Lead organisations for music in the city working together, with our Music & Arts service as lead partner



Sustainable transport

Civitas Transport City of the Year for initiatives to promote clean transport, including personal travel planning



The i360

Work begun to build the i360 with a loan secured by the council that will return future income for services



Money Works

A new platform to reduce financial exclusion and promote sound financial help for residents





Withdean Sports Complex
State of the art sports and climbing facilities with £2.7 million partnership investment



Greater Brighton City Deal
Secured government investment in the city region, unlocking 8,500 jobs and £173 million for a network of growth centres



Hove Junior School, Holland Road Site
Secured and redeveloped a former police station for new junior school places in an area with high demand



Healthwalks
Queens Award for Volunteering as a route to good health and wellbeing and co-providing public services



Same sex weddings
First same sex wedding publicised to promote the city and council as progressive and equal



UN Brighton & Lewes Downs Biosphere
UN recognition and designation of our unique environment, connecting people with nature



Diversity

The city's population is growing and now stands at 278,100. It is expected to increase to 289,600 by 2019 and to 300,400 by 2025.

Black and Minority Ethnic communities made up 12 per cent of all residents in 2001. By 2011 they accounted for 20 per cent or 53,351 residents.

A high proportion of residents are Lesbian, Gay or Bisexual; we had the highest number of people in same-sex civil partnerships nationally in 2011.

Sixteen per cent of residents report that they are disabled or have a long term health problem that limits their day-to-day activities to some degree.

A very high proportion of residents, 42 per cent, have no religion compared with 25 per cent in England as whole.

How do we plan to invest?

- Coordinate services and spending better between public services to improve equality, for example through the Health & Wellbeing Board and the Local Housing Investment Plan.
- Meet our statutory equalities obligations and use information about our changing population better to review, plan and deliver services.
- Pay our employees the Living Wage, continuing our work around council contracts, and support the city wide campaign.
- Tackle financial exclusion through coordinated support across the council and through our community and voluntary sector partnership with [Money Works](#).
- Use council resources flexibly to respond as best we can to national changes in welfare provision for some of our most vulnerable citizens and families.
- Continue our work to create a better understanding of the needs of Trans, Black and Minority Ethnic and disabled communities and use it to tailor service provision.
- Invest in early intervention and prevention for vulnerable families to ensure better long term outcomes and reduce the cost of expensive interventions once families reach crisis.
- Maintain a combined approach to sustainability for the city which includes protecting the health and wellbeing of people and communities as well as the environment.
- Improve our engagement with communities of interest and identity to improve good relations across the city, and tackle discrimination and prejudice.

Tough choices ahead

Reductions in spending have the potential to disproportionately affect some groups more than others. We must use Equality Impact Assessments as we set our annual budget to carefully assess the impact of changes to services on protected groups. This will enable us not only to bring forward proposals that have the least impact but also that enable us to work differently with partners and communities to mitigate impacts wherever possible.



Improving engagement

What do we want to achieve?

A city that people take pride in, where citizens, communities and businesses can get involved and take action to address things that matter to them.

This means:

1. Engaging residents and business in council and partnership decision making, increasing participation by children and young people.
2. Moving beyond council engagement as a transactional approach to more collaborative and empowering relationships with our diverse communities.
3. Recognising the role that community and voluntary groups play in engaging our diverse communities and most vulnerable citizens, supporting residents to participate in changes to services.
4. Promoting the social and economic value of volunteers and community groups, creating more volunteering opportunities in the city and supporting more people to volunteer.

How are we doing?

Evidence, such as the City Tracker survey, gives an overview of how local people feel about and are involved in the life of the city and their neighbourhood.

Local involvement

Residents are highly satisfied with the city and their local area.

They feel they belong to their local area, that people from different backgrounds get on well together and that people pull together to improve their neighbourhoods.

Residents report a high level of civic participation. They think it's important that they can influence decisions that affect their local area and higher than average proportions think they can.

Around one in seven adults report being involved with groups that makes decisions within their local community and around a third of residents volunteer their time on a formal basis, whilst others do so informally.



How do we plan to invest?

- Modernising democratic process for politicians and participants, reviewing meeting arrangements, councillor allowances and childcare.
- Implementing the results of our Neighbourhood Council pilots to engage people better in local decision making and with services.
- Creating a more business-like footing with the community and voluntary sector through better, more coordinated commissioning by the council.
- Creating genuinely engaging and collaborative approaches with citizens for all service design and delivery.
- Engaging people through coordinated consultation and research activity, using results to shape future service provision.

Tough choices ahead

Many funding and commissioning streams accessed and delivered by the community and voluntary sector are changing, reducing or indeed stopping as result of budget reductions. These changes provide opportunities for the council to work differently with the sector, for example on new approaches to managing demand and improving citizen empowerment.

The changes will however also have significant implications on the resources available to support the community and voluntary sector, which will in turn impact on its future shape and capacity within the city. The council, in partnership with other public sector providers, will need to support th sector in responding to these challenges so it is able to become more sustainable and better aligned to the changing requirements of public services.



Economy & housing

What do we want to achieve?

A strong, sustainable economy that creates employment opportunity along with decent, affordable housing, putting the health of our natural environment and communities at its heart.

This means:

1. Working with our city region partners to build sustainable growth and investment, increasing economic resilience and generating more, better paid jobs.
2. Improving local educational attainment and local access to skills training so that everyone can benefit from economic prosperity.
3. Bringing about quality development to enable sustainable growth, addressing the need for better business space, affordable homes and student accommodation across the city region.
4. Creating investment in existing and new housing stock that supports residents and families to live independently in decent accommodation.
5. Supporting investment in different means of transport that provide access to jobs and housing, making journeys safe and reducing the impact on the environment.
6. Increasing investment in digital communication infrastructure in the city to support sustainable business growth and reduce the need to travel.
7. Use our [UN Biosphere Reserve](#) status to promote the city and city region for its unique natural environments, making our eco-tourism offer part of sustainable growth.

How are we doing?

Evidence tells us how we are doing and where we could focus effort to improve things. The following gives an overview for this priority.

The city has sustained a strong and growing business base with very high business start-ups.

The majority of businesses are smaller businesses and a high number who are self-employed.

Private sector employment has grown and unemployment is low. But a higher percentage of people claim out of work benefits and our wage levels are low compared to averages.

The housing market is strong and property values are rising, but we have a higher rate of housing need. Housing is unaffordable for the majority of residents, supply is restricted and a high proportion of households are in private rented accommodation, much of which is poor quality.

The city is a regional transport hub with good road and rail links. But there is growing pressure on transport, parking and city infrastructure with a growing population and number of visitors.



Over eleven million visitors each year brings around £800 million to the local economy.

Our unique arts and culture offer, including the Brighton Pavilion, Dome, Festival and Fringe attract residents and visitors. A high proportion of residents use our libraries.

How do we plan to invest?

- Create future job and business growth through joint investment in the city, accessing new funding via the Greater Brighton Economic Board, [Coast to Capital](#) (Local Enterprise Partnership) and EU funding.
- Bring forward plans for key development sites, such as Preston Barracks, Circus Street Market and New England House, linked to job growth and skills.
- Draw in new partnership investment to develop the Royal Pavilion Estate sustaining this unique site's importance as the heart of the city's cultural offer.
- Maintain a quality built environment through a modern planning service to enable growth and promote social health and wellbeing.
- Enable development of new, affordable homes, including new council homes, working with government, registered providers and other partners to maximize investment.
- Improve major transport routes, such as Valley Gardens and the completion of Brighton Station Gateway.
- Improve transport infrastructure sustainability through the Local Transport Plan and EU funding.
- Regenerate the seafront to preserve the city's reputation and visitor economy, through key sites including the i360, Brighton Centre, Black Rock and King Alfred Leisure Centre.
- Draw in external investment for our downland estate and city parks and open spaces, including developing Stanmer Park as a gateway from city into the South Downs.

Tough choices ahead

The city is sustaining growth and optimism in its economy with sizeable investment and commitments secured from the government, with the possibility for further devolution if we continue to plan and work together with other councils and partners across the Greater Brighton city region.

The council is already committed to long term investment to renew and strengthen the infrastructure of the city, which is particularly evident on the seafront. If the city is to achieve its economic potential over the next decade the council will need to work with private investors to secure joint funding. In a challenging financial context for public services as a whole it does mean choosing to commit public capital and revenue resources to improve the infrastructure of the city.

Fortunately there are helpful income incentives to do this, including increased business rate and council tax returns and income from council land and property assets. Strong civic leadership by the council to enable publicly acceptable investment and change which is clear on the benefit for local people and wider public services will be essential for a healthy social and economic future.



Children & young people

What do we want to achieve?

All children and young people have the best possible start in life, growing up happy, healthy and safe with the opportunity to reach their potential.

This means:

1. Providing high quality education that creates skills for work.
2. Keeping children and young people safe, at home and in learning and social environments.
3. Helping children and young people access to appropriate social and cultural opportunities to become active and responsible citizens.
4. Creating the best opportunities for children and young people in care, fulfilling our role as a council of good corporate parent.

How are we doing?

Evidence tells us how we are doing and where we could focus effort to improve things. The following gives an overview for this priority.

Over three quarters of our schools are judged good or excellent by OFSTED.

Achievement in primary schools is above the national average.

Achievement in secondary schools across the city is below what we would expect and what we need to prepare young people for further education and employment.

Attainment for pupils receiving Free School Meals, in care, with Special Educational Needs and from some Black and Minority Ethnic groups is worse than for their peers.

Attainment at 19 is in line with the average, as is the number of 16-18 year olds not in employment, education or training.

We are performing well in supporting two year olds from low income families to take up their free childcare places.

Over two-thirds of two to two and a half year olds received a health visiting review, which is slightly higher than the national average though below our own target.

The majority of children's health and wellbeing is good, and rates of reported bullying low. But there are high rates of children in need, in care and with child protection plans.

Our Stronger Families programme, working with vulnerable families, is exceeding its targets.



How do we plan to invest?

- Plan and deliver sufficient school places, with a focus on secondary places.
- Improvement in secondary attainment, linked to skills for the workplace and the developing city economy, closing the gap in attainment for vulnerable students.
- Early help advice and support for public agencies on child protection issues, including schools.
- Embed and further improve our multi-agency response for safeguarding, to reduce the rate of re-referrals below the national average.
- Review support for disabled children and young people, ensuring value for money services.
- Review services to promote better outcomes for young people.
- Coordinated, early help for young people and vulnerable adults at risk of homelessness.

Tough choices ahead

Services for children and young people account for a large part of the council's budget. Money received for education is protected, or ringfenced. Money spent on social care is part of the wider budget. We have prioritised spending on vulnerable children and young people to keep them safe, but costs are rising and it is not sustainable to continue spending as much as we do.

We are working to spend money on social care better, supporting families (and agencies who work with them) earlier so that they do not reach crisis point. This is better for families and in turn reduces our long term costs. But this alone will not be enough to reduce the council's budget gap. Therefore, over the next four years we must work to empower communities to be able to do things for themselves rather than simply managing a reduction in funding for discretionary service areas.



Almost half of carers received assessments and services or advice and information in 2013/14, which is significantly better than other similar local authorities.

100% of the council's housing stock has been brought up to Decent Homes standard, but one third of the city's housing stock remains non-decent and is in the private sector.

How do we plan to invest?

- A coordinated approach to health and wellbeing priorities across council and partner activity, managed through the new and developing Health & Well Being Board.
- Improve the health of the population and reduce costs of long term health conditions by ensuring effective programmes for obesity, smoking, drugs and alcohol and sexual health.
- Personalised approaches for adult social care to promote greater independence and meet new assessment requirements brought about by new national care legislation.
- Offer better advocacy, information and advice for clients and informal carers.
- Supported housing to promote independence and reduce the need for acute and residential care services.
- Improve health and social care outcomes for people experiencing homelessness, as part of our Better Care programme.
- Review support for disabled adults and children, ensuring effective and value for money services.
- Use community buildings, such as libraries, to promote health and wellbeing and co-locate facilities and services.
- Citywide cultural and leisure activity that promotes better mental and physical health and inclusive communities, with a focus on places where health inequality is more common.

Tough choices ahead

People in the city are living longer which is good news but public services are dealing with increasing numbers of people with complex health needs. In addition massive changes are underway nationally to the social care system, creating new duties for the council in relation to people who fund their own care and informal carers. Our estimate is that there are about 2,000 people in the city who fund their own eligible care needs and who may now seek assessment and financial support from the council.

To meet this increased demand, our statutory duties and provide better outcomes for local people requires radically new and innovative approaches to the commissioning and delivery of care services. This can only be achieved by working in partnership with other public bodies, local communities and the private and community and voluntary sector. The Better Care programme will allow us to provide better health for people that avoids hospital or care home admissions.



Community safety & resilience

What do we want to achieve?

To be known as a tolerant and cohesive city, which is increasingly safe from crime and disorder.

This means:

1. Working with and empowering communities to prevent crime and disorder, including discrimination, hate crime, anti-social behavior and domestic and sexual violence.
2. Reducing risk and harm for those who are subjected to crime and disorder and working to address the risk factors and behaviours of perpetrators.
3. Protecting communities and victims, promoting good relations between communities and diverse groups.
4. Maintaining physically safe and inclusive neighbourhoods that encourage community activity and social action, making the most of our open spaces and ensuring road safety.

How are we doing?

Evidence tells us how we are doing and where we could focus effort to improve things. The following gives an overview for this priority.

The city compares relatively well in terms of the number of crimes, but the city centre, with high concentrations of retail outlets, is a geographical focus for crime.

There has been a decrease in recorded violence against the person and a reduction in anti-social behaviour crimes, but under-reporting by vulnerable or marginalised groups remains an issue.

Feelings of safety are comparatively high, but people do tend to feel less safe in the city centre than their local areas, especially after dark.

There has been a small rise in hate crimes, although this may be linked to better recording.

The number of first time entrants to the youth justice system has reduced, but there has been an increase in reoffending rates for some young offenders.

With partners we have successfully implemented the integrated offender management model, which dramatically reduced reconviction rates.



How do we plan to invest?

- Build on our mature Safe in the City Partnership approach between council, police, health, community and voluntary sector organisations and businesses.
- Develop our work with communities, such as Local Action Teams, community forums and volunteering.
- Deliver effective programmes with partners to address hate crime, domestic and sexual violence and anti-social behaviour, and support for those who have been affected.
- Continue to manage effective prevention through a range of different services, such as licensing and public protection, as part of our joined up health and wellbeing approach.
- Review options for further discretionary licensing of private rented homes, including Houses in Multiple Occupation, where evidence supports this will address poor standards or anti-social behavior.
- Keep children and young people safe, for example through our Local Safeguarding Children Board, and provide support to reduce their chances of becoming offenders or reoffending.
- Offer cultural and leisure activities for the city that promote community cohesion and understanding.
- Use our buildings and services in community settings, such as libraries, to foster positive relationships with public services and between different communities.

Tough choices ahead

Community safety and resilience is funded and directly supported through effective and mature partnership arrangements. As pressure on public spending and resources becomes more severe for all agencies we have to reconsider what our agreed priorities are and what collectively we are able to fund and support, for example in terms of neighbourhood priorities such as criminal damage and protecting vulnerable groups such victims of hate crime.

As tough choices are made about the future of services we must work even more closely with public services, businesses and communities, involving them in service design and encouraging joint responsibility for of community safety and resilience and the general quality of and care for local environments.



Environmental sustainability

What do we want to achieve?

Natural and built environments that together protect the health of people, biodiversity and planet.

This means:

1. Promoting the city and city region as a world class destination for its environmental offer, using our UN Biosphere status to connect people with nature.
2. Maximising the environmental, social and economic benefit of our proximity to the South Downs National Park.
3. Promoting and delivering a broader understanding of sustainability for the city and public services that aims to protect the future of the environment and communities together.
4. Improving home energy efficiency, reducing the carbon impact of the city's housing stock.
5. Regenerating our seafront, bringing forward investment to deliver key development sites and protect and renew infrastructure.

How are we doing?

Evidence tells us how we are doing and where we could focus effort to improve things. The following gives an overview for this priority.

We have responded to extreme weather events in partnership with other agencies, demonstrating good leadership within communities.

Our climate is set to continue to change and we need to prepare for further severe weather events, as well as taking steps to reduce climate change.

Air quality monitoring suggests there has been a long term improvement in air quality across the city, but has not improved in the same way in the high density and traffic-heavy city centre.

The city benefits from various world-class environments, formally recognised by UN recognition of the Brighton & Lewes Downs Biosphere.

The volume of waste generated per household is high and recycling rates low compared to the average.



How do we plan to invest?

- Promote and preserve our Brighton & Lewes Downs Biosphere, using it as a focus to celebrate and protect the quality of biodiversity in the city region.
- Work in partnership with the South Downs National Park authority to promote and protect the park and ensure that citizens and the local economy benefit from it.
- Draw in external investment for our downland estate and city parks and open spaces, including developing Stanmer Park as a gateway from city into South Downs.
- Continue the implementation of our One Planet Living Action Plan to achieve greater sustainability for the council and the city together.
- Sustainably manage waste from homes, businesses and development, reducing waste and improving recycling rates.
- Continue to promote high quality sustainable development and building standards through planning policy and the City Plan.
- Develop opportunities with partners to improve the quality and energy efficiency of the city's housing stock.
- Provide access to sustainable travel initiatives and low-emission forms of transport which reduced the need for travel and minimise the impact of transport on the environment, including major plans for Valley Gardens in the heart of the city.
- Increase energy efficiency measures for the council, including carbon reduction across services and renewable energy schemes for our own land and property.
- Bring forward private investment to deliver key development sites that will protect and renew our seafront, such as the i360.

Tough choices ahead

Our city's origins and historic success are founded on the environment, the sea and South Downs. We must embrace our natural spaces as the opportunity, rather than the limitation, for sustainable economic growth across the wider city region. We need to create a better understanding of the relationship between our growing and diversifying population, the way we buy and consume goods and food, and our exceptional surroundings.

Though budgets are reducing we must consider the impact of all council operations on the environment and the role of public services more generally in promoting environmental, social and economic health together. As it becomes harder to sustain spending for services that are important to maintain the quality of our environment we must work more collaboratively with communities and businesses to find alternative ways to take collective ownership.



Working in partnership

Partnership working is of increasing importance to the ways in which we can make progress in the city. By combining the knowledge, expertise and resources of all sectors we believe that we can make greater improvements in areas such as delivering sustainable economic, social and physical regeneration and improved public services which meet the needs of residents.

The council is a committed member of the city's partnership arrangements.

Brighton & Hove Connected

Brighton & Hove Connected is Brighton & Hove's Local Strategic Partnership. It is the overarching strategic partnership for the city and provides a single coordinating role from which other partnerships operate. Brighton & Hove Connected brings together the different parts of the public sector, as well as the private, business, community and voluntary sectors so that different initiatives and services support each other and work together.

City Management Board

The City Management Board, the delivery arm of Brighton & Hove Connected, is engaged in strengthening and focusing the totality of public service delivery within Brighton & Hove. The board is made up of the key public service decision makers in the city in order to focus on delivery improvements city-wide. Each board member is accountable to their parent body and to Brighton & Hove Connected.

City partnerships

- [Advice Partnership](#)
- [Arts & Creative Industries Commission](#)
- [City Employment & Skills Steering Group](#)
- [City Sustainability Partnership](#)
- [Economic Partnership](#)
- [Equality & Inclusion Partnership](#)
- [Health & Wellbeing Board](#)
- [Learning Partnership](#)
- [Safe in the City Partnership](#)
- [Strategic Housing Partnership](#)
- [Transport Partnership](#)

For full information about the city's partnerships visit www.bhconnected.org.uk/



Foundations for the future

Recent activity and achievements demonstrate our foundations for the way ahead.



Brighton Pride

Awarded a five year agreement to Pride CIC to run Brighton Pride ensuring its future safety and sustainability



Adult Social Care

Modernising services with partners focused on personalised care and prevention to improve people's wellbeing and meet new duties



Health & Wellbeing Board

A new, shared approach for commissioning joined up health services between the council and partners



Kingsway arches

Renewed seafront road infrastructure and created an attractive new creative retail quarter



Children's social care

Responding to safeguarding issues earlier and more effectively with partners, to improve wellbeing for children and families



Tourist Information

City Champion volunteers and multiple tourist information points are welcoming visitors to the city





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