



Brighton & Hove City Council

# Our plan 2020 to 2023

A fairer city,  
a sustainable future



Brighton & Hove  
City Council

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# Introduction

I love our city and I'm proud to tell people where I live. Whenever I meet someone for the first time, they always ask me where I live and when I tell them, they never fail to smile. Everyone has heard of Brighton & Hove and everyone I meet tells me how lucky I am to live here.

I am lucky to live in Brighton & Hove but luck didn't bring me here.

I chose to live in Brighton & Hove. I wanted to live here because of this city's reputation. Its reputation for fun and freedom, for radicalism and rebelliousness, together with its strong sense of tradition and proud history. There's nothing in our city which says all of these things more than the world famous Royal Pavilion.

Every time I see the iconic domes, I'm reminded that meaningful reputations, ones which people really believe in, always come about as a result of actions, things we can see, and not just what someone or an organisation says.

And that's what this plan is about. It's not fanciful and impulsive; it's not aspirational words that once presented at a council meeting will never be seen again. This is a plan that's going to deliver real change across the city. Change that you told us you want to see happen and change that you voted for in May 2019.

This is a plan which clearly says what we're going to do and it's a plan you'll be able to hold us to account to. We've been working closely with our experienced and dedicated council staff who tell us everything in this plan can be delivered and I thank them for their support and their positivity.

There are three areas of change that huge numbers of you told us you want to see in the city and they are:

- **make our city carbon neutral by 2030**
- **improve access to good quality housing and reduce homelessness and rough sleeping**
- **build community wealth so that local people and organisations benefit from prosperity in the city**

Hearing these repeated to me time and time again by residents reminded me again why I choose to live in Brighton & Hove.

We are a city that cares. We are warm people, we throw our arms around others we don't yet know and we welcome them. We are creative and we're world leaders when it comes to technology. We want our city and the people who live here to thrive.

We help people who need it most. We support others to get back on their feet if they've had a bad time. We celebrate difference, we challenge inequality and we will never accept hatred and discrimination towards our diverse communities. We care about the kind of world future generations will live in. We are a City of Sanctuary.

This isn't a plan the council can deliver on our own. We all need to come together over the next three years and play a part in creating a fairer and sustainable city. This is an exciting time of change for us all. This plan will help you be part of it.



**Councillor Nancy Platts**  
Leader, Brighton & Hove City Council

# Our city, your council

## Our city - who are we?

Knowing who lives in our city, the skills we have, how we're all feeling about where we live and the difficulties people might be facing means we can work better together with communities and organisations across Brighton & Hove to design and deliver the services people want, need and can use.

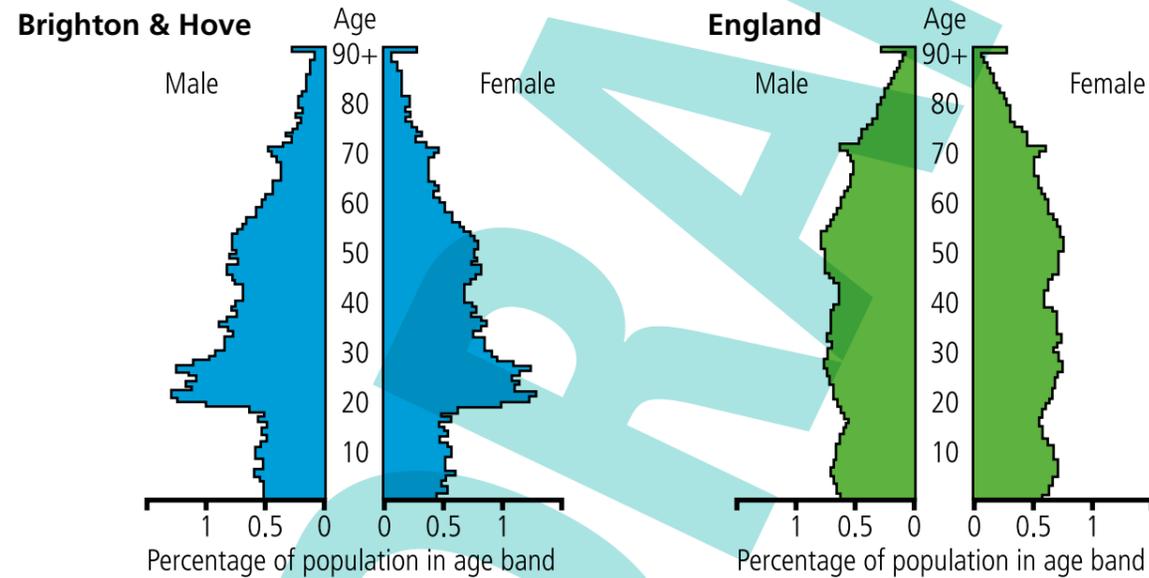
Knowing more earlier means we can reach out and support people. This also helps prevent more expensive interventions meaning public money can be spent on other much needed services.

### Population

**290,395 residents (2017)**

21% under 20 (24% Eng)  
62% 20 to 59 (53% Eng)  
11% 60 to 74 (15% Eng)  
6% 75+ (8% Eng)

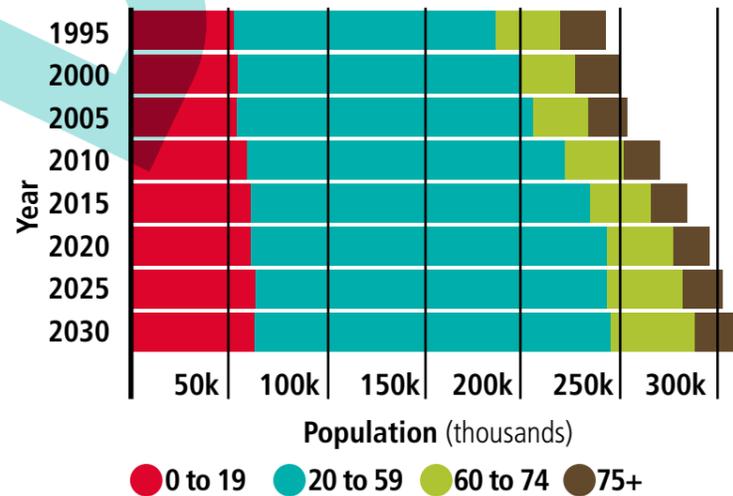
## Our population profile is younger than England



## Projections

There are projected to be **23,300 more people** living in the city by 2030 (compared with 2017, an 8% increase to 311,500 people).

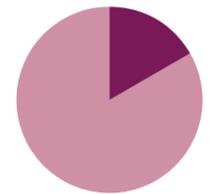
The city's population is predicted to get older, with the greatest projected increases in the 60 to 74 years (33%, 10,800 extra people) and 75+ age group (30%, 5,300 extra people). There are projected to be 700 more 85 to 89 year olds and 400 more 90+ year olds.



## Population groups

Our city consists of different population groups living in a range of communities.

One in five people (19.5%) are from a Black or Minority Ethnic group (14.5% South East, 20.2% England).



49% of residents have a religion, lower than the South East (65%) and England (68%).

More than **one in 20** residents say their day to day activities are 'limited a lot' due to a long term health problem or being disabled.



Our best estimate of lesbian, gay and bisexual residents is **11% to 15%** of the population aged 16+.



At least **2,760 trans adults** live in Brighton & Hove, with many more who visit to socialise, study or work.



**52,000 residents were born outside of the UK** (18% of the city's population), higher than the South East (14%) and England (16%).

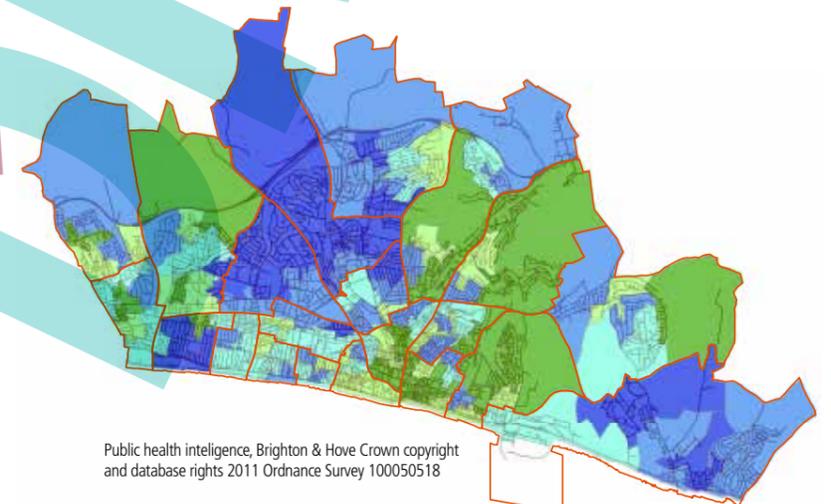
## Deprivation

Our city is the **131<sup>st</sup>** most deprived local authority in England (of 317).

### Indices of deprivation 2019 Index of multiple deprivation (IMD), ranked by score

IMD 2019 ranked by England quintiles

- 1 Most deprived
- 2
- 3
- 4
- 5 Least deprived
- Wards



Some areas are more affected by deprivation than others.

The highest concentration of deprivation is in the

**Whitehawk, Moulsecomb, and Hollingbury** areas. Along the coast, to the west of the city and in **Woodingdean**, there are also pockets of

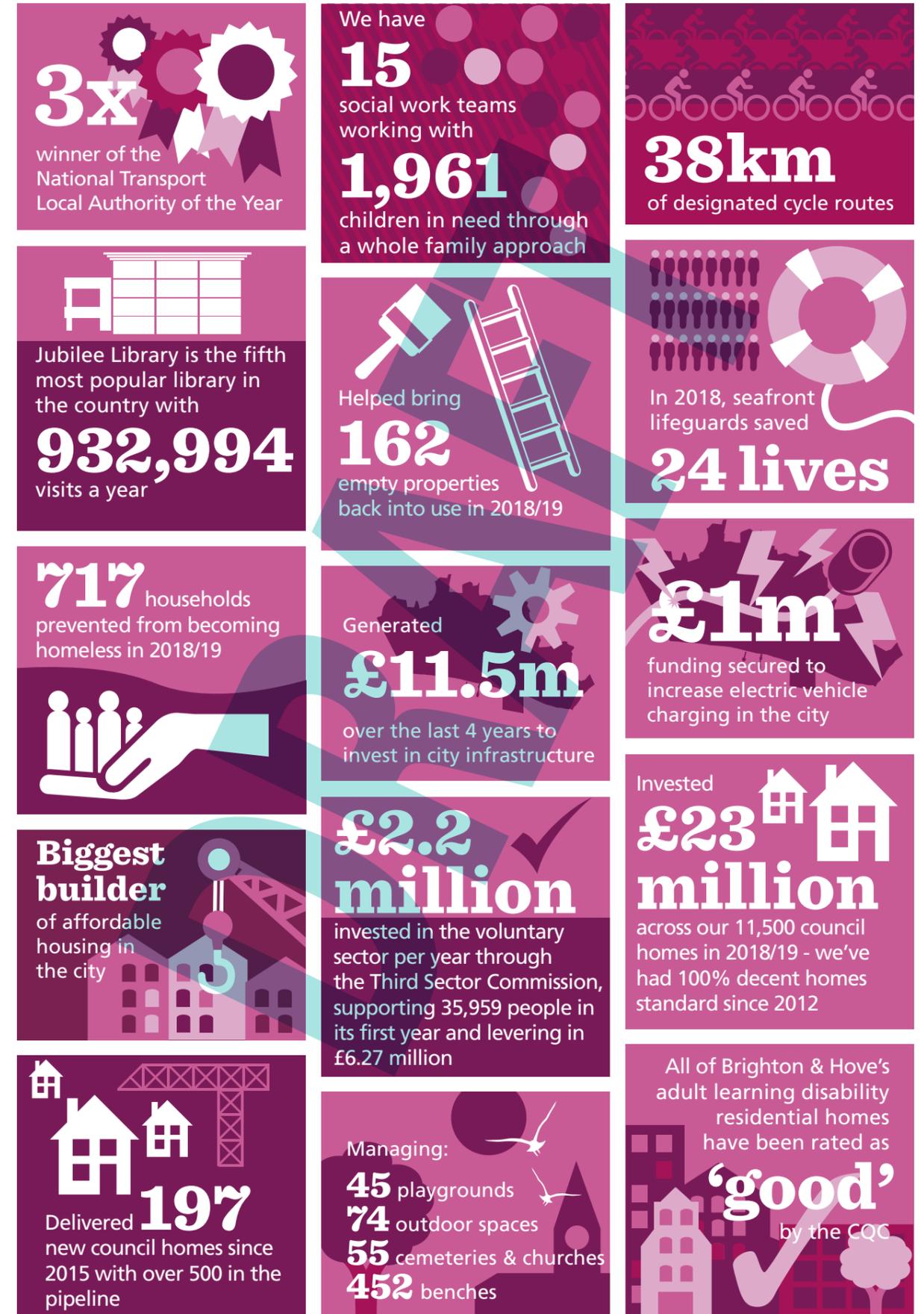
deprivation. All these areas are in the **20%** most deprived areas in England.

## Your council

We're proud of our staff who deliver over 700 services for residents and visitors to the city. There aren't many organisations that conduct marriages, support people to leave

hospital, shepherd sheep, look after a royal palace and maintain nearly 400 miles of roads, all in a normal working day.

## Here's a snapshot of our recent work for the city



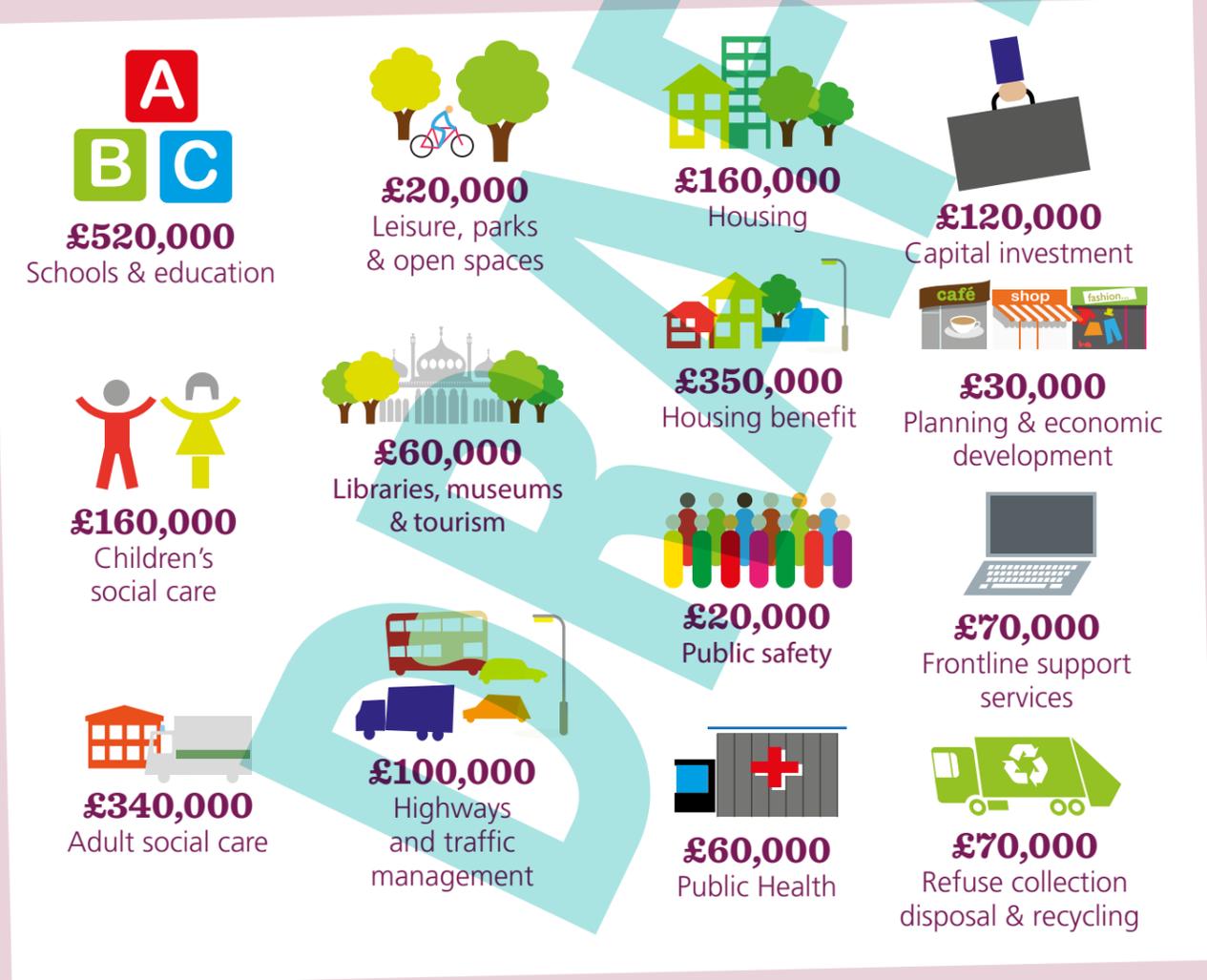
## Where does the council's money come from and how is it spent?

The council's money is your money and we take spending and using it really seriously.

We work hard to make sure that we have enough money to pay for things that legally we have to provide such as schools, public health and housing with enough left over to pay for the other services that you tell us are wanted and needed in the city.

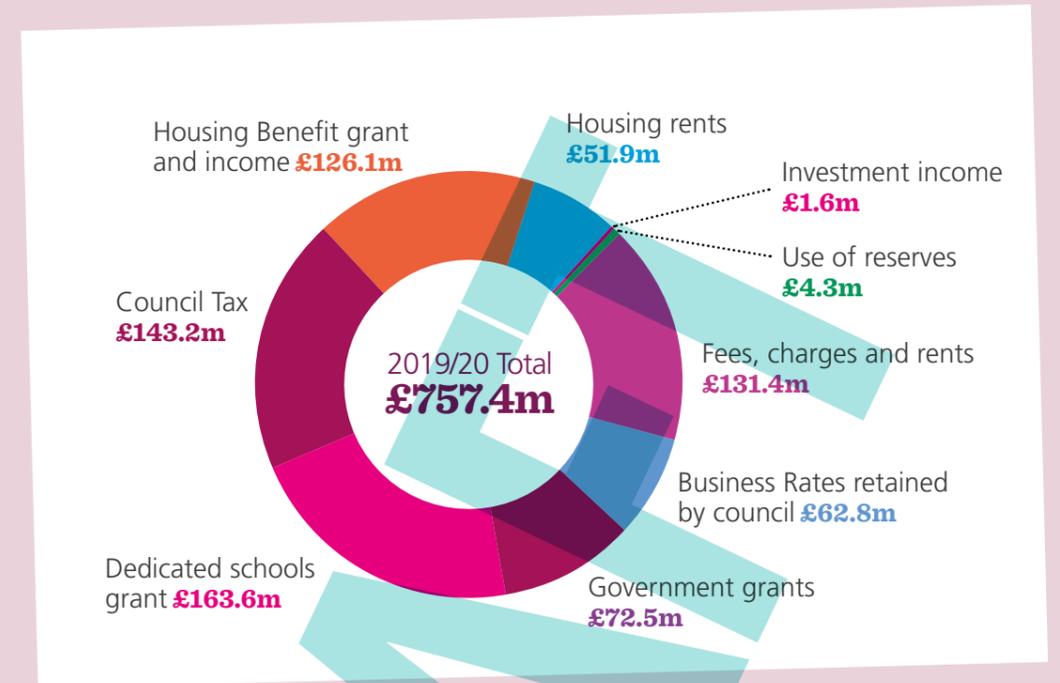
It currently costs just over £2 million every day to run your council services meaning in 2019/20 we are spending £757.4 million in total on services across the city.

### Our daily spend

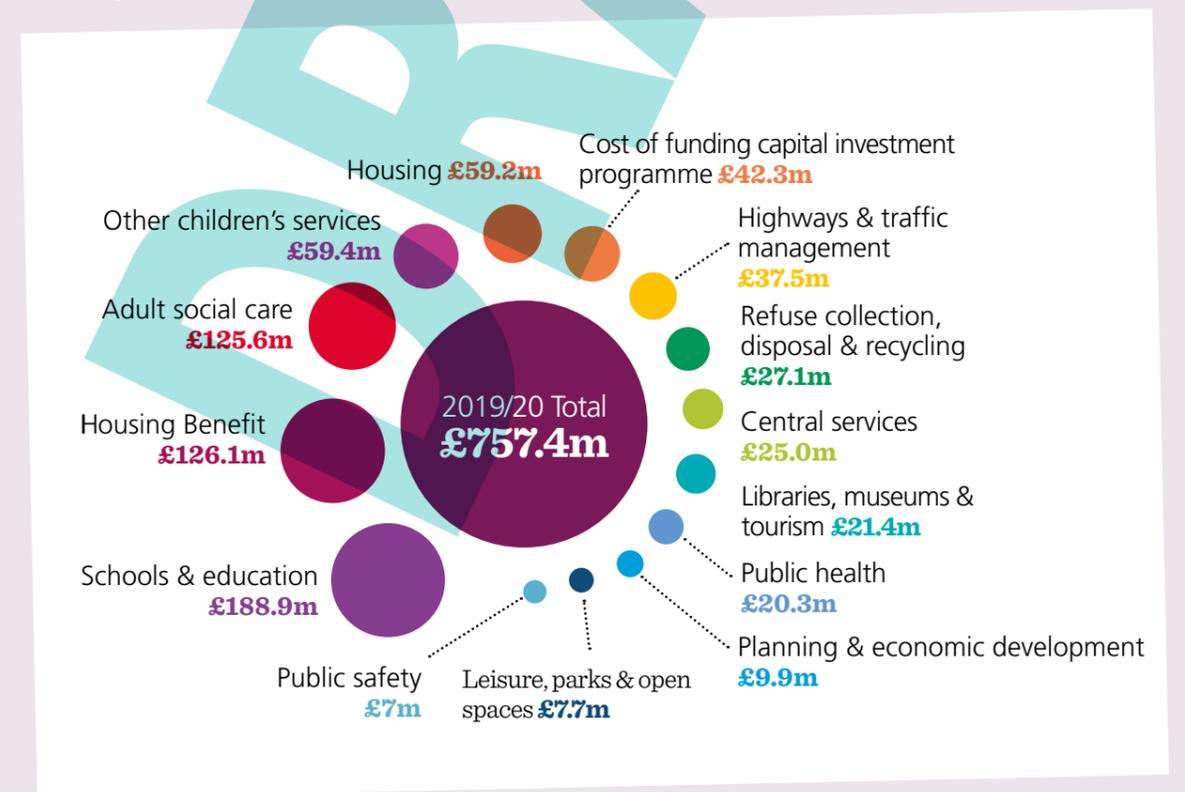


Learn more about our budget at [www.brighton-hove.gov.uk/bhbudget](http://www.brighton-hove.gov.uk/bhbudget)

### Where the money comes from



### Services provided



# A fairer city a sustainable future

What does a fairer city with a sustainable future really mean?

We have identified six outcomes that we want to achieve for the city. Under each outcome there are five key areas of action

and more detail about what we will do. You'll be able to see that we're doing what we said we'd do.

In Brighton & Hove, a fairer city with a sustainable future is

## A city to call home

More people than ever are at risk of homelessness. We know that some people who are raised in the city have to leave because they can't afford to live here. Rents and prices are high. Land and properties sit unused and unoccupied. Standards in many private rented homes are unacceptably low.

**One of our main priorities is to improve access to good quality housing and reduce homelessness and rough sleeping.**

## A city working for all

We celebrate the uniqueness of Brighton & Hove and its economy. We need to protect and support the many small businesses that ensure the strength of our city during times of economic uncertainty. We want to develop high quality jobs for local people and to become a global centre for innovation. To achieve this we will work with partners across the Greater Brighton city region and the Coast to Capital Local Enterprise Partnership.

**One of our main priorities is to build community wealth, so that local people and organisations benefit from prosperity in the city.**

## A stronger city

We want the city to be a fair and inclusive place for everyone. We will listen to and work with all our communities to make the city a great place for them to live and thrive. We will ensure that the city continues to be a place where people feel safe, supported and valued. We recognise that some communities are under represented in civic life, in particular, Black and Minority Ethnic (BME) communities and disabled people. We will work to ensure that participation and engagement is fair and representative of the whole city.

## A growing and learning city

We are proud of our schools and services for children, young people and families and of the progress they have made. We want them to be among the best in the country. Listening to children and families is at the heart of everything we do. We will focus on inclusion and improving outcomes for the most disadvantaged. We provide services with valued partners so that children and families live happy, safe, healthy and positive lives. We undertake preventative work to support safe and stable families.

## A sustainable city

We declared a climate emergency in December 2018. We have to address the climate crisis urgently and make radical changes. The city's transport network is crucial to carbon neutral status and keeping the city moving.

**One of our main priorities is to take all action required to make our city carbon neutral by 2030.**

## A healthy and caring city

We will ensure that the most vulnerable residents in the city are prioritised. We will strive for the very best quality in our services by introducing a new model of delivery which takes into account people's and communities' strengths and assets as well as their needs. We will ensure that people have a strong say in how their local health and wellbeing services develop.

# A city to call home

## We will

Reduce homelessness and rough sleeping

Provide genuinely affordable homes

Improve private rented housing

Improve council housing

Make better use of existing housing capacity

## Reduce homelessness and rough sleeping

We will work towards eliminating the need for rough sleeping. We will develop homeless guardianship schemes and strengthen partnership working with community and faith projects. We will involve homeless people in a review of the support offered to them and adopt a Bill of Rights for homeless people.

We will provide a **365** day a year night shelter.

We will replace privately run temporary and emergency accommodation with council owned properties. We will negotiate a new agreement with the local charity Seaside Homes to develop better ways of supporting homeless people.

We will treble Housing First provision for accommodating rough sleepers and single homeless people.

To support homeless people we will encourage voluntary contributions from the local tourist industry. We will explore using the Community Infrastructure Levy to provide support. We will also support voluntary organisations and businesses to set up enterprises involving homeless people.

We will identify ways we can increase support for those struggling to afford the cost of housing. This will include making full use of discretionary payments. We will protect anyone at risk of eviction because of arrears resulting from bedroom tax or universal credit shortfalls. We will protect tenants from service charge arrears evictions by introducing and enforcing new licences.

## Provide genuinely affordable homes

We have developed an emergency plan to expand housing supply: buying back homes lost through the right to buy or replacing lost council properties with alternatives at affordable rents. We will also increase social housing stock by buying off plan from developers at a discount.

We will consider options for quick build homes to alleviate housing shortages. Over time we aim to reduce costs by directly employing staff and building stable teams to work on council projects. We will look at creating an ethical loan scheme where the council matches community investors. We will also consider the council becoming a developer.

We will buy and build homes to meet a range of housing needs including providing a minimum of **800** additional council homes.

We will ensure there are more council homes at living and social rents. To do this we will fund more truly affordable living and social rents through commercial income.

We will develop **700** other new homes that are as affordable as possible.

We will use public land for community-led housing at a price to maximise social value, identifying ten sites and working with the community to develop them.

We will borrow in order to buy land for affordable housing. We will support innovative developments including small site and hidden homes and mixed property size developments. We will apply a Community Infrastructure Levy to new developments that fully reflects the city's infrastructure needs.

We will increase earlier involvement with leaseholders before undertaking major works to council owned properties. We will ensure that leaseholders' voices are heard and financial support is offered where necessary. We will reduce the interest rates charged when providing a loan for residential leaseholders. We will also expand self-build opportunities.

We will provide **500** shared ownership homes through joint venture and other developments.

## Improve private rented housing

We will introduce selective licensing to drive up quality in more of the city's private rented homes. This includes fire safety improvements in private sector properties across the city. We will tackle hazardous housing conditions by increasing capacity for hazard inspection and identifying properties for inspection. To do this we will create a private rented sector team to enforce housing and energy efficiency standards.

We will set up a council run, not for profit, lettings agency. We will support the expansion of good landlord schemes, encouraging landlords to offer homes at lower rents to those on benefits and low incomes. We want to stop landlords refusing to let to people on benefits and will provide advice and support for private renters including support for groups impacted by welfare changes including disabled people and those at risk of eviction. We will protect tenants from service charge arrears evictions. We will set up a tenants' forum for private renters.



## Improve council housing

We will introduce a decent environment standard for council estates to go with the decent home standard. We will take forward fire safety improvements in council owned properties across the city and involve residents in improving fire safety. We will work to prevent illegal subletting and fraudulent right to buy applications.

We will work to increase community involvement in housing and meet the Tenant Involvement and Empowerment Standard, for example by using participatory budgeting to decide improvements on estates.

## Make better use of existing housing capacity

We will target unoccupied and underused properties including using Compulsory Purchase Orders to bring them back into use. We will provide grants for households relinquishing council tenancies.

We will develop and promote the Rent a Room Scheme to maximise use of spare rooms in under occupied properties. We will explore how to restrict conversion of properties into short term holiday let homes or Airbnb property development.

We will bring at least **650** empty housing properties back into use.



# A city working for all

## We will



### Build community wealth

We aim to become the lead UK city for community wealth building and ethical employment practices. To do this we will use the city's spending power to procure local services for the benefit of our communities. We will bring together the purchasing power of the council and other major institutions such as universities, schools and hospitals to keep money circulating in our local economy. Where possible, we will buy goods

and services locally to build the wealth of our communities. We will change the way we outsource services to help small local suppliers win council contracts. We will bring services in house if it will increase social value and improve the development and retention of a highly skilled council workforce.

We will ensure that local home building provides opportunities for young people to develop skills, for example through

Build community wealth

Transition to a sustainable economy

Support local businesses and charities

Enhance skills and provide housing for the city's workers

Develop our visitor economy

apprenticeships. We will use regeneration schemes to provide social and sustainability benefits.

We will build Brighton & Hove's reputation as a giving city. We will promote the Brighton & Hove Living Wage, and encourage sign up to a social responsibility and social value charter to provide opportunities to citizens in our most deprived neighbourhoods.

### Transition to a sustainable economy

We will promote a sustainable economy by supporting low carbon growth and encouraging businesses to reduce waste and pollution.

We will establish a circular economy framework focusing initially upon the built environment and visitor economy.

We will work with businesses, universities, regional development organisations and others to become a global centre for innovation and creative, digital and immersive technologies.

We will encourage sustainable development in the city through our planning policies including the City Plan.

We will support the move to a resilient, zero carbon and smart energy system through the delivery of the Greater Brighton energy plan and facilitate change to a resilient, integrated water environment through the Greater Brighton water plan.

We will work with partners to attract investment in ultrafast broadband infrastructure across the city region.

### Support local businesses and charities

We will support local businesses, especially small and medium sized ones, with a focus on cooperatives, community businesses and social enterprises. We will work in partnership with the Greater Brighton Economic Board and Coast to Capital Local Enterprise Partnership to secure investment in the city's infrastructure to support our economy.

### Enhance skills and provide housing for the city's workers

We will collaborate with education institutions and businesses to plan for future skills needs and increase the take up of apprenticeships. In particular, we will support women, disabled people and BME groups to achieve their full potential. We will work with our two universities to identify opportunities to transform their innovation and research into new products and services that generate value for the economy. We will build more affordable and key worker housing to help retention and recruitment of staff in public services.

### Develop our visitor economy

We will protect the uniqueness of Brighton & Hove with our independent shops, cafés, bars, and our distinctive arts and cultural offer. We will work with local businesses to deliver our visitor economy strategy and destination experience plan.

We will seek investment to improve the accessibility of our seafront and beaches and invest in seafront infrastructure.

We will continue to work to raise money to restore our heritage including the Madeira Terraces. We will also consider a voluntary tourist tax, a coastal business improvement district, and a combined discount card for tourist attractions, local businesses and public transport.

# A stronger city

## We will



**Tackle crime and antisocial behaviour**

**Increase participation in civic and community life**

**Address the causes of poverty and its impact on our communities**

**Improve access for disabled people**

**Remain a proud City of Sanctuary**

### **Tackle crime and antisocial behaviour**

We will deliver a new three year community safety strategy which will address crime and disorder in the city, including tackling antisocial behaviour, violence against women and girls, hate crime and preventing exploitation, extremism and terrorism.

We will establish a fund to enhance neighbourhood services and community policing to tackle crime and antisocial behaviour.

We will protect spending on independent, LGBTQ inclusive, services for survivors of sexual or domestic violence. We will recommission these services in consultation with victims and other stakeholders. We will support the campaign to have misogyny recognised as a hate crime.

We will identify and tackle the causes of hate crime and antisocial behaviour. We will support activities that bring people and communities together to promote mutual understanding, including awareness raising in schools.

We will invest in an independent support service for people who have experienced racial and religiously motivated hate crime.

We will campaign to ensure that people who attack rough sleepers are prosecuted.

### **Increase participation in civic and community life**

We will work alongside communities on what matters to them. We want to increase participation by using neighbourhood action plans and ward budgets as building blocks for engagement. We will preserve and develop the civic spaces that are vital to communities to ensure that people have a space to meet in and where they can get online, preventing digital exclusion.

We recognise that some communities are under represented in civic life and we will support projects such as Operation Black Vote to ensure that participation is fair and representative of the whole city. We will also invest in a civic leadership programme for under represented groups.

We will continue to invest in a strong and independent voluntary and community sector.

We will promote a city equalities standard together with our partners to promote fair employment practice to tackle the under representation of people from BME communities and disabled people.

We will support community activities and festivals focused on sports, arts and science, bringing people together for the benefit of their neighbourhood and the city.

### **Address the causes of poverty and its impact on our communities**

We will examine the impacts of poverty on individuals and communities and deliver an action plan to make life fairer for those affected by poverty and the consequences of living in poverty.

### **Improve access for disabled people**

We will improve access to all parts of our city and our services for people with physical, sensory and learning disabilities.

We will support disabled people into work, tackle discrimination and disability hate crime, and improve access to learning and leisure activities.

### **Remain a proud City of Sanctuary**

We will continue to play our part in the international refugee crisis and promote our status as a proud City of Sanctuary.

# A growing and learning city

## We will

Support high quality early years provision

Ensure that schools continue to improve and all children do well

Ensure that no child or family is left behind

Deliver high quality youth services

Promote lifelong learning and transition into adulthood

### Support high quality early years provision

We will support our children's centres and local authority nursery schools to provide high quality early years services.

### Ensure that schools continue to improve and all children do well

To drive improvement we will establish a Local Education Board to coordinate and improve

provision in our schools building on our Family of Schools model.

We will introduce a programme to end the attainment gap for disadvantaged children.

We will support continued improvement in the city's schools and maintain strong Ofsted ratings.

We will extend the successful Every Child a Reader programme and introduce the Every Child Counts programme. We will also develop the role of arts, music and cultural learning including encouraging schools to use the Artsmark programme.

We will introduce a workload agreement to give teachers and professionals more time to teach.

We will reintroduce a local authority supply teacher service to save schools money and ensure high quality teaching.

We will apply the highest standards of safety management in schools and lobby central government to provide funding for the safe removal of asbestos.

We will support early intervention programmes in schools to address sex discrimination and sexual harassment.

We will work with schools to encourage access to sports facilities and kitchens during school holidays. We will promote outdoor education and programmes to increase children's exposure to nature, theatre, music and physical activity.

### Ensure that no child or family is left behind

We will ensure that our services promote outcomes in the Every Child Matters standards, assessed by our regulators such as Ofsted. We will protect and improve special educational needs services and other centrally delivered support for schools including

mental health. We will maintain services, including out of school services, for children with additional support needs or from disadvantaged groups including children with learning disabilities, and physical disabilities.

We will continue our extensive services for children in care and work to attract, support and retain foster carers. We will lobby central government to properly fund the Staying Put programme for 18 year olds leaving care.

We will open two autism spectrum condition centres.

### Deliver high quality youth services

We will identify council owned premises suitable for partners to offer youth services. We will maintain services for refugees and LGBTQ young people and ensure that sexual health services and mental health support are delivered at youth centres across the city.

We will protect funding and review youth services across the city to improve coordination, establish a central youth hub and deliver services directly where possible.

We will give young people a stronger voice in future services.

### Promote lifelong learning and transition into adulthood

We will promote the benefits of being a university city and strengthen the links between students and residents.

We will ensure that transition services are in place to support young people moving into adult services and that they are integrated.

# A sustainable city

## We will



### Become a carbon neutral city by 2030

We will deliver an ambitious ten year programme to become a carbon neutral city by 2030.

We will set up a climate assembly to develop a programme of action on the climate crisis.

We want to involve young people so we meet the expectations of the next generation. We will work with visionary small businesses to identify ways of making the city carbon neutral.

We will build sustainable council housing to make a significant contribution to our goal. Where possible we will recycle building materials. We will treble spending on solar panels and fuel efficiency measures for council homes.

We will support the development of low carbon housing and sustainable energy. This

includes buying energy saving resources in bulk and supplying them at low cost to residents and others. We will support district heat networks and community energy projects.

We will reduce CO<sub>2</sub> emissions from council owned properties and vehicles, with an energy efficiency audit of all council buildings. We will deploy energy efficient technology on council assets. We will increase delivery of self financing energy efficiency and renewables projects.

We will set ambitious fuel poverty reduction targets.

### Create and improve public open spaces

We will increase accessible open space for the benefit of residents and visitors.

We will invest in the biodiversity of our parks and in providing children's playground facilities.

We will continue to restore the city's seafront. We will oppose fracking on council land. We will protect properties from surface water flooding by installing sustainable urban drainage schemes. We will tackle graffiti and tagging.

### Reduce, re-use and recycle

We will encourage people to reduce the amount of refuse they generate, promote re-use and increase recycling. We will collect a wider range of plastics for reprocessing when market conditions improve.

We will introduce a food waste collection and composting service.

We will install drinking water fountains and promote Refill Brighton & Hove.

### Develop an active and sustainable travel network

We will deliver a transport system which provides sustainable travel with investment in walking, cycling and smart traffic signalling. We will encourage mixed mode travel with good transport interchanges and better integration of travel information and ticket purchasing. We will protect vital bus services, especially in outlying areas. We will increase bus use by supporting multi-operator fare payment technology. We will improve air quality through clean, efficient buses and seek further investment in zero emission buses.

We will invest in the maintenance of the city's road and pavement network.

We will install hundreds of on street electric vehicle charging points and rapid charging hubs for taxis.

### Promote and protect biodiversity

We will develop a new city downland estate plan with the aim of promoting biodiversity, mitigating climate change and delivering health and social benefits for communities.

We will work towards ending the use of pesticides such as glyphosate across the council and the city.

We will encourage tree planting and green corridors to support biodiversity. We will maintain the quality of our beaches and work with partners on marine conservation. We will refresh the UNESCO biosphere management plan.

We will support the bid for Brighton & Hove to become a Gold Sustainable Food City.

# A healthy and caring city

## We will

**Increase healthy life expectancy and reduce health inequalities**

**Support people to live independently**

**Support people in ageing well**

**Support carers**

**Ensure that health and care services meet the needs of all**

### **Increase healthy life expectancy and reduce health inequalities**

We will focus on preventative services in delivering the high level goals of our health and wellbeing strategy: starting, living, ageing and dying well. This includes promoting healthy eating, physical activity, sexual health, reducing smoking and substance misuse and reducing social isolation. We will ensure that people know where to turn for help and advice to manage their physical health, mental health and social care needs.

We will develop social prescribing, helping people to improve their wellbeing by referral to community led services. We will address the broader determinants of health by improving housing conditions, supporting people into work, improving air quality and encouraging active and sustainable travel.

### **Support people to live independently**

We will ensure that every resident who is eligible receives social care support at a level that enables them to live as independently as possible. We will work to increase understanding and reduce prejudice and discrimination relating to disability and mental health problems. We will work to prevent mental health problems and to identify and treat them as early as possible. We will ensure that all people are respected and supported to participate in decisions about their lives.

### **Support people in ageing well**

We will support older people to stay in their own homes longer.

We will work with voluntary and community sector partners to deliver an Ageing Well service.

We will implement our commitments to become a Dementia Friendly City.

### **Support carers**

We will review and recommission homecare services to ensure that people and their carers have the support they need.

We will support informal carers with a Carers Passport for workplaces.

As one of the largest employers in the city, we will make the council an exemplar in supporting staff who are carers.

### **Ensure that health and care services meet the needs of all**

We will work with our partners to create a joined up health and social care system which provides high quality, seamless care. We will work with BME groups, disabled people and others to audit social care services to ensure that they are accessible and meet the needs of all. We will encourage care homes to pay their staff in line with the Ethical Care Charter principles.

We will extend the council's My Shop card offering discounts in local shops, cafés and leisure venues and subsidised transport to care workers across the city.

We will review the city's Health & Wellbeing Board to ensure that the voices of all are represented and heard.

# How will the plan be delivered?

This plan provides the opportunity for us all to come together and play our part delivering a fairer city with a more sustainable future. Over the next three years, we'll make it easy for you to know what we're doing and what we can all do to help make the city fairer for everyone who lives in, works in or visits our city.

## Measuring our progress

We will be accountable and open in our actions. Our business plans will set out in detail how we will deliver the six city outcomes. Key performance indicators for each outcome will be monitored quarterly by council committees to make sure we are on track.

## A well run council

Council services are under huge pressure as the local population grows, demand increases and our funding reduces. Tough choices will have to be made, through each coming budget round, about what the council is able to deliver and we need to be able to respond to the developing opportunities and challenges for our city, and national regulatory and legislative change.

We will involve people in decision making and service design, and create opportunities for people to help each other. We want to improve the experience of people who use council services and review the different ways people contact us. We plan to move as many services as possible online, whilst ensuring we maintain personalised support for those who need it.

## A fair and inclusive council

Brighton & Hove is a vibrant city that is culturally, economically and socially diverse. We take seriously our equality, diversity and inclusion responsibilities under the Public Sector Equality Duty and will challenge inequality in the city and within the council.

We will assess the actions in this plan to identify how they will impact on people from all communities.

We are working towards employing a workforce that reflects and understands the diverse city we serve and want all our staff to experience fairness, dignity and respect in the workplace. We will take a leading role in increasing equality and inclusion in the council and across the city.

## A modernising council

We will seek the most effective and efficient way of delivering our services and be well placed to take advantage of social, cultural, environmental and technological change.

We will streamline the way we work, reducing demand on high cost services by preventing problems from arising or dealing with them early on. We will provide the best value for money and an excellent customer experience.

## Our customer promise

Our vision of getting things right first time, every time, drives our promise to residents, visitors, people who work or study in the city, local businesses and organisations. We will make it clear how you can contact or access our services. We will be clear and treat you with respect. We will try to understand what you need and get things done.

## Our workforce

Our staff are our greatest asset. We can only deliver this plan by recruiting and retaining the right people, making best use of each employee's skills, talents, abilities and experience.

We will be clear to our present and future staff what our employer offer is and how they will be supported to do their jobs well. Our People Promise is a series of five commitments from the council to our workforce.

We promise

- to support staff wellbeing in the workplace
- to be a fair and inclusive employer that values diversity and individuality
- to provide opportunities for staff to do their best through training and developing skills
- to recognise and reward great work
- and to be a good place to work so we can do our best for the city

## Working in partnership

We believe that collaborating with other organisations is the key to better outcomes for the city. Brighton & Hove Connected is the main city wide partnership and provides a single vision and direction for the city. It brings together the different parts of the public sector, as well as business, community and voluntary sectors.

The City Management Board is made up of decision makers from each of the major public services, the council, police, NHS, fire service, probation service, and the two universities.

The Health and Wellbeing Board works to improve the health and wellbeing of the population of Brighton & Hove through improved and combined health and social care services.

We also work with other councils and regional bodies to promote economic, environmental and social wellbeing for the city. These include the Greater Brighton Economic Board and the Coast to Capital Local Enterprise Partnership which aim to increase investment in the Greater Brighton city region.

**For information about the city's partnerships visit**  
[www.bhconnected.org.uk](http://www.bhconnected.org.uk)

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