

Consultation- 2012/13 Annual Update of Corporate Plan 2011-15

WELCOME

The Corporate Plan sets out Brighton & Hove City Council's strategic direction and priorities for the next four years. It describes how the council will help to deliver the vision of the city's Sustainable Community Strategy, by improving council services and through closer working with residents, businesses and community and voluntary organisations.

The Plan has five priorities:

- Tackling inequality
- Creating a more sustainable city
- Engaging people who live and work in the city
- A responsible and empowering employer
- A council the city deserves

Under each priority the Plan identifies specific commitments that will be undertaken each year to achieve the priorities. The commitments will be updated annually.

More detail about the activity of individual services and how they contribute to achieving the priorities of the Corporate Plan can be found within the council's business plans.

If you would like more detailed information about council services and local democracy visit:

Web: www.brighton-hove.gov.uk

Facebook: www.facebook.com/BrightonandHoveCityCouncil

2012/13 Annual Update of Corporate Plan 2011-15

PRIORITY 1: TACKLING INEQUALITY

- [Add Comments](#)

We believe that everyone has a right to a decent home, a good education, a job that pays for a decent standard of living, good health care and to feel safe in their community. We also strongly believe that no one should be disadvantaged from birth due to the neighbourhood or family circumstances they are born into. Over the next four years one of the council's five priorities will be to **tackle inequality** and to work for a fairer city.

Below are the key actions the council has committed to deliver in 2012/13 to help tackle inequality.

Commitments for 2012-2013 for Tackling Inequality

Commitment 1

- [Add Comments](#)

Look to reorganise services to vulnerable children and adults to provide more early help, reducing the need for crisis intervention.

Commitment 2

- [Add Comments](#)

Establish a new service for families in multiple disadvantage, working with 225 families this year to help prevent them from falling into need and helping them stay out of crisis.

Commitment 3

- [Add Comments](#)

Undertake a review of places in schools and agree a strategy for ensuring we have sufficient places to meet future needs for both four and eleven year olds.

Commitment 4

- [Add Comments](#)

Improve services for vulnerable teenagers by improving access to psychological therapies and supported accommodation.

Commitment 5

- [Add Comments](#)

Consult on the design and implementation of a new local council tax support system, which is required by central government, to ensure it meets the needs of local residents.

Commitment 6

- [Add Comments](#)

Increase access to community based mental health services by reviewing how we work with partner organisations, for example NHS Sussex Partnership Foundation Trust.

Commitment 7

- [Add Comments](#)

Provide more extra care housing and accommodation to meet the needs of the growing number of people who are living longer.

Commitment 8

- [Add Comments](#)

Review our work with partners to tackle rising street homelessness and improve health and life expectancy for rough sleepers.

Commitment 9

- [Add Comments](#)

Aim for 95% of council homes to meet the decent homes standard by April 2013.

Commitment 10

- [Add Comments](#)

Develop a Health and Wellbeing Strategy for the city.

Commitment 11

- [Add Comments](#)

Improve engagement levels and take up of Information Advice and Guidance (IAG), learning, skills and personal development for disadvantaged residents through the Learning Cities Project.

Commitment 12

- [Add Comments](#)

When council contracts come up for renewal our procurement team will, on a case by case basis, require contractors to submit bids that pay their staff a Living Wage.

Commitment 13

- [Add Comments](#)

Increase participation in sport and physical activity, particularly in disadvantaged neighbourhoods, for example by reviewing pricing across council sports facilities and improving the quality and availability of indoor facilities.

Commitment 14

- [Add Comments](#)

Develop a Community Banking Partnership to increase access to financial services, such as advice, banking, credit, deposits and education, starting with council tenants this year and then rolling out the approach.

Commitment 15

- [Add Comments](#)

Formalise the Community Partnership Safety Team bringing together the council and Police Service's Community Safety Teams dealing with anti-social behaviour, hate crime and domestic violence.

PRIORITY 2: CREATING A MORE SUSTAINABLE CITY

- [Add Comments](#)

We need to stimulate sustainable growth in our economy, creating jobs and new business opportunities. At the same time we must collectively reduce our carbon footprint and respond to the effects of climate change, already seen in recent severe winters. Over the next four years we will work to **create a more sustainable city** that balances, protects and enhances the natural and urban environment, whilst meeting social need and promoting economic success.

Below are the key actions the council has committed to deliver in 2012/13 to create a more sustainable city.

Commitments for 2012-2013 for Creating a More Sustainable City

Commitment 1

- [Add Comments](#)

Review the city's economic strategy using One Planet Living principles and implement the new Eco-tourism strategy working with partners, for example hotels in the city and the South Downs National Park Authority.

Commitment 2

- [Add Comments](#)

Launch a new investment prospectus to attract business to the city at the Eco Technology show at the Amex Stadium.

Commitment 3

- [Add Comments](#)

Develop a seafront strategy for key sites from Black Rock to King Alfred, including finding a new developer for the empty Peter Pan leisure park site on Madeira Drive and supporting the i360.

Commitment 4

- [Add Comments](#)

Develop a master plan to deliver 100% broadband coverage in the city with hubs of ultra fast access for businesses that depend on high speed access.

Commitment 5

- [Add Comments](#)

Plan for the new system of business rate retention from 2013/14 and consider its impact on the council's approach to economic development, planning and major projects.

Commitment 6

- [Add Comments](#)

Promote the newly refurbished and sustainable Brighton Centre to enhance the city's status as a conference and events destination.

Commitment 7

- [Add Comments](#)

Develop proposals for the introduction of a permit scheme for all road works across the city to minimise inconvenience.

Commitment 8

- [Add Comments](#)

Begin major improvement work to the Lewes Road, following the results of consultation, creating a better, safer and healthier travel route between key sites in the city – Circus Street Market, Preston Barracks, Amex stadium, Sussex University.

Commitment 9

- [Add Comments](#)

Begin a programme to replace and upgrade street lighting making it more energy efficient.

Commitment 10

- [Add Comments](#)

Develop and carry out a recycling campaign to increase domestic household recycling.

Commitment 11

- [Add Comments](#)

Commence planning for the implementation of the revised Waste Strategy, including extension of community recycling schemes and a pilot food waste collection (both subject to external funding) and a trial of a council operated commercial waste collection.

Commitment 12

- [Add Comments](#)

Develop an Allotment Strategy with allotmenters and other partners.

Commitment 13

- [Add Comments](#)

Implement the communication and engagement plan for the Biosphere Reserve Bid and finalise the overarching management plan.

Commitment 14

- [Add Comments](#)

Refresh the city's Cultural Strategy to ensure that culture remains a key driver for the city's economy and job creation, including new ways of delivering key cultural and heritage assets, such as the Royal Pavilion.

Commitment 15

- [Add Comments](#)

Develop proposals with the South Downs National Park Authority to develop Stanmer Park and its buildings as the city's gateway into the national park.

Commitment 16

- [Add Comments](#)

Redevelop parts of the New England Quarter to promote the area as the city's creative and digital media business hub.

PRIORITY 3: ENGAGING PEOPLE WHO LIVE AND WORK IN THE CITY

- [Add Comments](#)

Everyone should feel pride in and responsibility for the place in which they live or work. Over the next four years the council is focused on improving its **engagement with people who live and work in the city** to ensure council decision making is robust and takes account of local need. We want to encourage better participation in democracy, in community life, in the way we decide the future of our city and in the way we deliver services. In return we need to modernise what democracy looks and feels like to the city.

Below are the key actions the council has committed to deliver in 2012/13 to improve its engagement with people who live and work in the city in council decision making and service delivery.

Commitments for 2012-2013 for Engaging People Who Live & Work in the City

Commitment 1

- [Add Comments](#)

Support the community and voluntary sector to reconfigure the support available to groups and charities in the city.

Commitment 2

- [Add Comments](#)

Deliver a three year grants programme to support a range of community and voluntary organisations.

Commitment 3

- [Add Comments](#)

Establish the new council housing tenant scrutiny panel giving tenants a stronger voice in the management of council housing.

Commitment 4

- [Add Comments](#)

Implement the Travellers Commissioning Strategy 2012, seeking to balance the needs of Gypsy and Traveller communities and the city's settled communities.

Commitment 5

- [Add Comments](#)

Continue to develop libraries as hubs for community activity, and a key part of the city's advice and financial inclusion support.

Commitment 6

- [Add Comments](#)

Pilot a Young Mayor for the city.

Commitment 7

- [Add Comments](#)

Improve engagement with users and carers of adult social care services, using our learning from council tenant participation.

Commitment 8

- [Add Comments](#)

Implement the new committee system to enable all elected members to participate in formal decision making and better reflect the political make up of the council.

Commitment 9

- [Add Comments](#)

Introduce new neighbourhood governance pilots to enable people to make their voices heard on issues that matter most to them, including neighbourhood plans for new development and participatory budgeting trials.

Commitment 10

- [Add Comments](#)

Engage people in the design process to improve the public realm around Brighton Station and proposals to link up the open spaces of Valley Gardens.

Commitment 11

- [Add Comments](#)

Continue to improve how the council consults residents and businesses when setting its annual budget.

Commitment 12

- [Add Comments](#)

Hold quarterly 'Ask the Leader' interactive webcasts.

PRIORITY 4: A RESPONSIBLE AND EMPOWERING EMPLOYER

- [Add Comments](#)

The effort, the professionalism and the pride that employees of the council put into their work is at the heart of our success. Our 'People Strategy' is a commitment to be a **responsible employer**, to acknowledge – in the current climate – the pressure that people are under whilst striving to improve as an organisation at the same time. We will **empower** all colleagues, not only managers or senior staff, to be at the forefront of change.

Below are the key actions the council has committed to deliver in 2012/13 to make sure it is a responsible and empowering employer.

Commitments for 2012-2013 for A Responsible & Empowering Employer

Commitment 1

- [Add Comments](#)

Adopt our Customer Promise for colleagues, partners and Members:

- Be easy to reach
- Be clear and treat you with respect
- Listen and act to get things done

Commitment 2

- [Add Comments](#)

Introduce a framework which describes the behaviours and standards required of colleagues working at different levels across the organisation. This framework will be used as the basis for all recruitment, leadership, management and development work across the council.

Commitment 3

- [Add Comments](#)

Support early management intervention to resolve issues, disputes and conflict informally where appropriate.

Commitment 4

- [Add Comments](#)

Review the 'Dignity at Work' procedure with trade unions and colleagues across the council to ensure that it is effective.

Commitment 5

- [Add Comments](#)

Design, test and introduce a system of scored appraisals.

Commitment 6

- [Add Comments](#)

Revive the programmes of 'job shadowing' and 'back to the floor' activities and encourage greater take up.

Commitment 7

- [Add Comments](#)

Set up a programme of internal coaching support for managers.

Commitment 8

- [Add Comments](#)

Continue to work with all three current Workers' Forums to develop our organisation and people together.

Commitment 9

- [Add Comments](#)

Continue the work to develop 'Job families' as an aid to development and internal progression.

Commitment 10

- [Add Comments](#)

Ensure that all vacancies (including secondments) are openly advertised across the workforce (except from when they are ring-fenced as part of re-structuring).

Commitment 11

- [Add Comments](#)

Create ways for staff to increase their skills (e.g. skills pathways) at every level across the organisation to help staff move from one level to another and horizontally, widening skills and employment opportunities.

Commitment 12

- [Add Comments](#)

Promote, wherever possible, greater flexibility around how, when and where we work to improve efficiency and effectiveness, to improve customer service and to reduce costs.

Commitment 13

- [Add Comments](#)

Customise our employment policies to retain skills and experience and meet the needs of all generations in the workforce and all working patterns, styles and employment relationships.

Commitment 14

- [Add Comments](#)

As part of our One Planet Living Council work, support our colleagues in activities to encourage active, sociable, meaningful lives and to promote good health and wellbeing.

Commitment 15

- [Add Comments](#)

Continue work in consultation with the trade unions to set out the terms of any future package that we will make available for those who choose to volunteer for severance.

Commitment 16

- [Add Comments](#)

Produce a workforce strategy that enables us to anticipate and invest in areas of demand, scarcity and growth.

Commitment 17

- [Add Comments](#)

Develop an internal two-way Communications Strategy to improve awareness and understanding of the Corporate Plan.

Commitment 18

- [Add Comments](#)

Maintain our commitment to Investors in People and use the assessments to help check and monitor our progress with implementation of the People Strategy commitments.

Commitment 19

- [Add Comments](#)

Support managers in ensuring that they find the right balance between leading, managing and supervising the work of others and progressing their own individual workload, and their own professional development.

Commitment 20

- [Add Comments](#)

Develop a simple electronic skills audit tool for colleagues to input and update their own record of skills, qualifications and experience.

PRIORITY 5: A COUNCIL THE CITY DESERVES

- [Add Comments](#)

Brighton & Hove is a city with a strong image and strong communities. We will strive to be **a council the city deserves**. Reputation is built on trust and that means providing excellent customer service. Over the next four years we will review the way we work and the accommodation we work in to bring down costs, provide value for money and improve services. We will also take greater responsibility for the impact of our own operations on the environment.

Below are the key actions the council has committed to deliver in 2012/13 to build a council the city deserves.

Commitments for 2012-2013 for A Council the City Deserves

Commitment 1

- [Add Comments](#)

Develop a sustainability action plan and work towards becoming a One Planet Living Council, reducing our water, gas and electricity consumption and increasing our resilience to climate change risks such as drought.

Commitment 2

- [Add Comments](#)

Increase the number of electric vehicles used by the council.

Commitment 3

- [Add Comments](#)

Update the Customer Access Strategy, to include emerging technologies and define the next phase of improvements.

Commitment 4

- [Add Comments](#)

Upgrade the council's telephone system to make it easier for customers to contact us and help staff to work flexibly in more places.

Commitment 5

- [Add Comments](#)

Implement Workstyles phase 2 and develop a plan to 'workstyle' the remaining services to allow staff to be more flexible and mobile in the way they work, reduce our accommodation and carbon footprint, save money and improve customer support.

Commitment 6

- [Add Comments](#)

Develop and further roll out 'systems thinking' as the way in which our staff continually improve the way they work and focus on providing excellent customer support.

Commitment 7

- [Add Comments](#)

Implement the council's agreed Carbon Budgets for 2012/13 and develop a longer-term plan.

Commitment 8

- [Add Comments](#)

Continue the council's value for money programme to make better use of resources, to include further reductions in management and administration costs and rolling out category management in procurement.

Commitment 9

- [Add Comments](#)

Expand the number of support services we share with partners across the city and with partners, including joint purchasing of a regional data network to provide better linked, more resilient and cheaper broadband across public services.

Commitment 10

- [Add Comments](#)

Continue to strengthen the way we manage projects through the development of the council's project management framework to make sure all projects are delivered on time, within budget and to the agreed standard and outcomes.