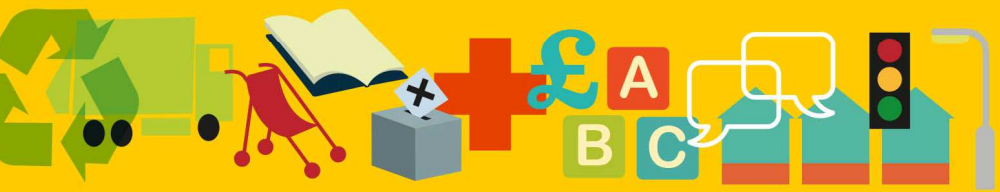


Brighton & Hove City Council

# The way ahead

Corporate Plan 2015-2019



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# The city's vision is the council's vision

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

Vision of Brighton & Hove Connected

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

Cover image of Trans Pride march courtesy of Sharon Kilgannon





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# Introduction

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. Brighton & Hove has fared better than some cities through the recession, but the cost of living is still difficult for many people and families.

Council services are under huge pressure as the local population grows, demand increases and our funding reduces by a predicted £102 million over the next four years. This on top of £77 million already taken out of the council's budget over the last four years.

We have done what we can to maintain services up to this point. Without more radical action the rising costs in social care alone, which is clearly some of our most vital work, mean that we, along with other councils, will face serious financial risk.

We must aim much higher than trying to remain the same. With a decreasing budget, we are open that the council will shrink in size, employing fewer people over the coming years. The relationship between the council, partners, providers and citizens needs to adapt.

The emphasis is on us, the council, releasing more of the control that we have traditionally held, collaborating increasingly with partners and enabling citizens to be active and do more for themselves.

We must make sure the public services collectively provided for the city are right and fit for modern, digital expectations; built around the individual, accessible when and how people want them.

Above all, our purpose is to provide strong civic leadership for the wellbeing and aspiration of Brighton & Hove. Through everything that we do we will focus on, and be clear about, how we are meeting our purpose.

Tough choices have to be made, through each coming budget round, about what the council can and cannot continue to deliver, who might be better placed to provide services, or whether they should be provided at all.

We have begun an open discussion about the future through our [Stop, Start, Change](#) budget campaign.

Change is hard and we recognise that. Our staff work incredibly hard for services they believe in. We need to look for opportunities with staff and public to find different ways, potentially to take on services themselves.

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

It is why we have adopted the city's vision, principles and priorities in our own Corporate Plan. We will use this plan to shape services as we forge our way ahead. More detail will follow in our Directorate Plans, published each year.

Most importantly let us know what matters to you, about your ideas for the council's and the city's future.



# Greater Brighton

## The Greater Brighton city region



The wellbeing and aspiration of Brighton & Hove depends on greater collaboration with our partners and neighbours, to raise the profile and strength of our collective economy and our social and natural assets, within the South East and the UK.



# Our purpose...

**Our purpose is to provide strong civic leadership for the wellbeing and aspiration of Brighton & Hove.**

We will be successful if we are judged to deliver:

## **A good life**

Ensuring a city for all ages, inclusive of everyone and protecting the most vulnerable.

## **A well run city**

Keeping the city safe, clean, moving and connected.

## **A vibrant economy**

Promoting a world class economy with a local workforce to match.

## **A modern council**

Providing open civic leadership and effective public services.

The same types of challenges faced by our council and the city are driving debates both here and across the country about what councils should be doing and how they should be doing it.

The dilemma is that council services, and public services more generally, cannot continue in the same way, since public spending is reducing, populations growing and costs rising.

In order to respond to the challenges and to meet our purpose, by 2020, our council will:

- become a **smaller**, more efficient organisation, working as one, with a reduced budget, fewer employees and fewer services provided directly by us;
- **collaborate** more with other public services, the community and voluntary sector and businesses to find common and jointly owned solutions;

- positively **enable** more citizens to play an active role in the creation and provision of services for their local community;
- create a more connected council with more **shared** services, with other providers and other places.

Through everything that we do we will focus on, and be clear about, how we are meeting our purpose.

The work to deliver our purpose is undertaken using our principles and priorities described in our Corporate Plan, which we share with the city's partnerships through [Brighton & Hove Connected](#).



# ...and our values

Our future workforce needs the skills to provide public services differently, through greater collaboration with partners and communities.

The pace of change requires our staff to be highly flexible and respond positively to changes, despite the difficult context, in ways

that improve performance and achieve better outcomes and value for citizens.

We commit to develop our staff using our shared organisational values, to make a full contribution to the way ahead. We will work in partnership with Trade Unions to come up with the best approaches to achieve this.

## Our values

Our values describe the professional behaviour required to modernise the council.

### Collaboration

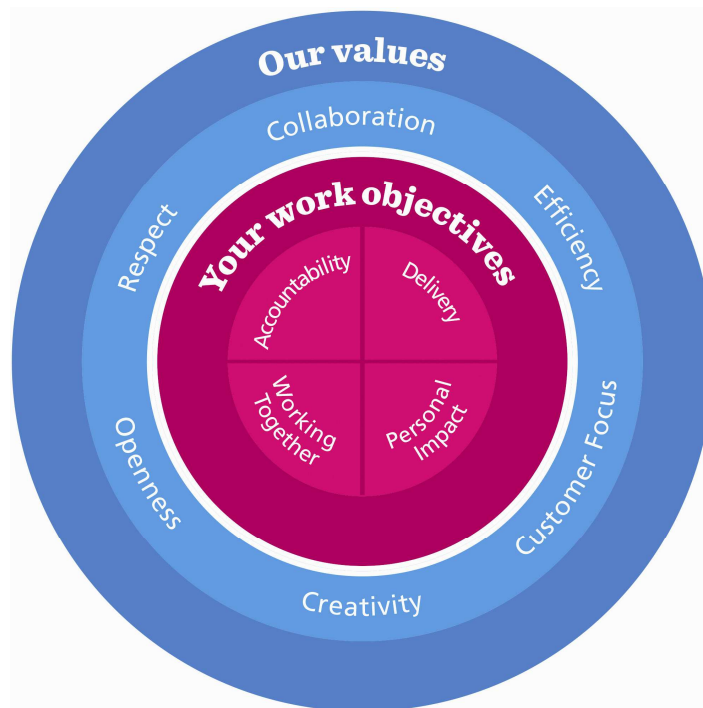
Work together and contribute to the creation of helpful and successful teams and partnerships across the council and beyond.

### 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 (below) for colleagues, partners, members and citizens.

### Creativity

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

## Our customer promise

"We will be easy to reach, be clear and treat you with respect, listen and act to get things done".





# Foundations for the way ahead

Our recent achievements demonstrate how we are already collaborating to meet our purpose.



### 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





# Our principles

Our principles build on those shared by the city's partnerships, to deliver our purpose.

- Public accountability
- Citizen focused
- Increasing equality
- Active citizenship



# Public accountability

## What do we want to achieve?

A council that works with, and is answerable to, citizens and partners.

This means:

1. Upholding the democratic principles of our constitution, ensuring we represent and reflect communities and citizens who elect councillors and pay council tax.
2. Demonstrating civic leadership through key local and national partnerships, including [Brighton & Hove Connected](#), the [City Management Board](#), the [Health & Wellbeing Board](#), the [Greater Brighton Economic Board](#) and [Key Cities](#).
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 council and citizens.

## How are we doing?

A summary of evidence for this principle tells us:

The number of residents who turned out to vote in recent local elections was in line with the national average, at roughly 40 per cent.

In 2014, just over half of residents said they trust the council a “great deal” or “a fair amount”, which is lower than the average at 59 per cent.

One third of residents agree that the council provides value for money, while one third disagree.



## Public accountability (continued)

### How do we plan to invest?

We will:

- Continue our value for money programme to reduce service costs in key areas and show that council tax is well spent.
- Demonstrate that we learn from our actions, reviewing and evaluating performance to address things that work well and those that do not.
- Use our assets, property and land to the best financial effect, supporting collaboration in future service delivery and enabling coordinated investment and regeneration in the city.
- Lead progress with partners on future funding relationships between local public services, and capitalise on growth and opportunities in the private sector economy.
- Compare and scrutinize our services against other councils and providers, with input from communities and citizens.
- Establish Brighton & Hove and the Greater Brighton city region's profile as a UK economic and skills leader, and visitor destination.

### Tough choices ahead

We have legal and moral obligations to the city and citizens to uphold their interests, provide services and value for money. As the population and the economy grow, as needs vary and public spending reduces, we need to be open about, and accountable for, decisions that affect people's lives.

With reduced funding we must balance our responsibility for society and the economy generally with the needs of those who are most vulnerable. Our collective expectation needs to be that public services, communities and the private sector sustain each other and equity in the city. Democracy is central to deciding our city's future and we need to ensure it reaches and is accessible to everyone.





# Citizen focused

## What do we want to achieve?

A council that starts from the citizen's point of view, making services simpler, more connected and more personal.

This means:

1. Knowing what drives demand for public services by engaging with our diverse communities and understanding how effective services are in meeting their needs.
2. Making interaction between citizens and the council more straightforward, with our service offer built around online and mobile access, ensuring access for those who are not online as well.
3. Building more collaborative relationships between the council and citizens, designing, producing and delivering services together with them.

## How are we doing?

A summary of evidence for this principle tells us:

We are behind other councils in terms of general satisfaction with key services, although recent customer surveys do show the majority of respondents rated the standard of service they received as “very good”.

The ease with which people say they can access services falls behind levels of satisfaction.

Online transactions by customers with the council increased by two thirds between 2010-11 and 2013-14.

In 2013-14, the council received 1850 service complaints, of which 40% were upheld. In those cases the council gave an apology, an explanation or took specific action to resolve the complaint. During the same time 570 compliments about services were recorded.

A high proportion of residents use our libraries to access a wide range of council and public services, general information and the internet.

Over three quarters of our social care clients receive personal budgets, compared to half among similar local authorities.



## Citizen focused (continued)

### How do we plan to invest?

We will:

- Create a single digital strategy for the organisation, which will determine how all services are provided and accessed by customers.
- Develop our modernisation boards, focusing projects and programmes across the council to drive change and improvement in key areas.
- Review our model of central services provision within the council to ensure it supports modernisation across the whole organisation.
- Use the [Stop, Start, Change](#) budget work we have begun to radically redesign and change how services are delivered, putting citizens and businesses at the centre.
- Prioritise services to provide earlier, more accessible and preventive support to vulnerable people and families, avoiding more complex problems before they arise.

### Tough choices ahead

The expectations of a modern, digital society have completely transformed the way information and commercial services are provided and consumed. The way in which council and other public services are set up to interact with customers, our citizens, has not sufficiently kept pace.

Digital technology undoubtedly holds the potential to create a completely personalised experience of public services, driven by a clear understanding of the needs of citizens. But significant investment is needed to purposefully make the transition, at a time when difficult decisions must be made about reducing services that reach people in very personal and critical ways.

Meaningful engagement and collaboration is vital to the future of citizen focused service provision, giving people more say over services they receive and pay for, and also what they would be prepared to do for themselves. Through civic leadership we must unlock resources to realise communities' potential and their will to get involved, at the same time as protecting those most vulnerable or excluded from society.



# Increasing equality

## What do we want to achieve?

A more equal city, where everyone is respected and shares in the city's prosperity.

This means:

1. Closing the gap in prospects between different communities, ensuring people are not disadvantaged because of where they live or their personal circumstances.
2. Ensuring people are not discriminated against because of their identity, such as their age, gender identity, ethnicity, sexual orientation, disability or religion or belief.
3. Understanding our growing and diverse population, changing our approaches to engagement and public services accordingly.
4. Promoting equality and good relations between communities and diverse groups as a civic leader, a provider of services and as an employer.
5. Coordinating different council and other public services better, to tackle inequality and protect the most vulnerable people in society.

## How are we doing?

A summary of evidence for this principle tells us:

### Inequality

Life expectancy is in line with the national average, with more people living longer, but reduces by up to nine years between the most and least deprived communities on the city.

One in five children and young people in the city live in poverty, rising to one in two in the most deprived areas.

Almost three quarters of households cannot afford housing (either to buy or rent) without a subsidy or spending a disproportionate level of their income on housing costs.

Inequality is spread across the city, and not limited to more deprived areas.

There has been a rapid increase in food banks in the city from two to 12 over an 18 month period. Around one in eight households are thought to experience fuel poverty.

### 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, rising to 20 per cent in 2011.

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 declared religion compared with 25 per cent in England as whole.





## Increasing equality (continued)

### How do we plan to invest?

We will:

- Coordinate services and spending better between public services to improve equality, for example through the [Health and 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 plan for council contracts, and support to 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 foster good relations across the city, and tackle discrimination and prejudice.

### Tough choices ahead

Reductions in public spending have the potential to disproportionately affect some groups more than others. We use Equality Impact Assessments as we set our annual budget to carefully assess the impact of changes to services on protected groups. This enables 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 such impacts wherever possible.



# Active citizenship

## What do we want to achieve?

A city people take pride in, where citizens, communities and businesses are active in addressing things that matter to them.

This means:

1. Engaging residents and businesses in council and partnership decision making, increasing participation by children and young people in particular.
2. Moving beyond council engagement as a transactional approach to more collaborative and empowering relationships with our diverse communities.
3. Recognising the role community and voluntary groups play in engaging our communities and most vulnerable citizens, supporting residents to shape 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?

A summary of evidence for this principle tells us:

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 which makes decisions within their local community and around a third of residents volunteer their time on a formal basis, whilst others do so informally.



## Active citizenship (continued)

### How do we plan to invest?

We will:

- Modernise democratic processes for politicians and participants, reviewing meeting arrangements and councillor allowances and childcare.
- Use the learning from our Neighbourhood Council pilots to support collaborative working between our staff and citizens, to make decisions about services and local areas.
- Create a more business-like footing with the community and voluntary sector through better, more coordinated commissioning by the council.
- Develop genuinely engaging and collaborative approaches with citizens for all service design and delivery.
- Engage 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 and business sectors are changing, reducing or stopping as a result of budget reductions. These changes provide opportunities for the council to work differently with all sectors, for example, on new approaches to managing rising demand and enabling active citizenship.

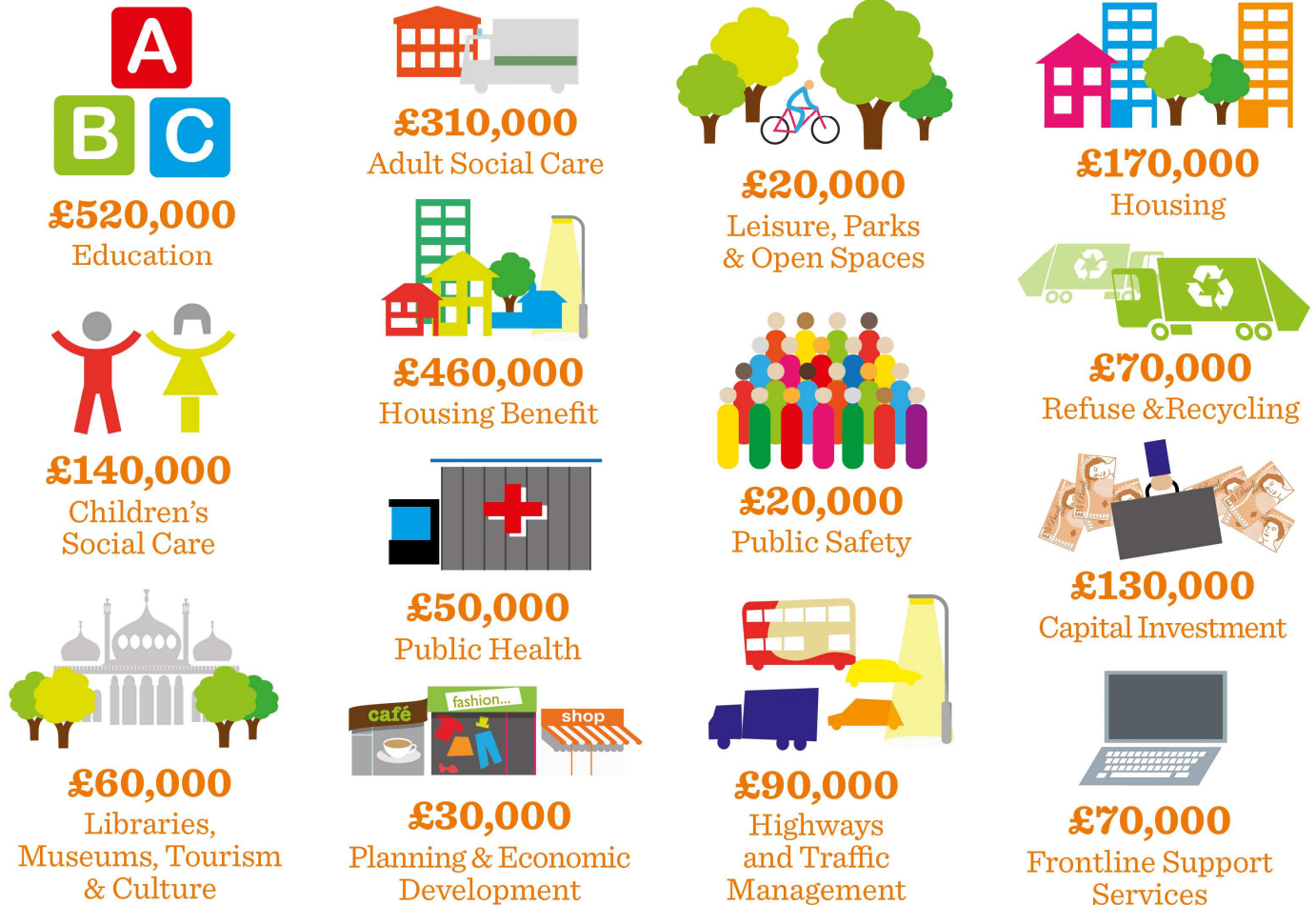
The reductions have significant implications on the total resources available to support the community and voluntary sector, which will in turn impact on its future shape and capacity within the city. The council, in partnership with other public sector providers, will need to support the sector in responding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





# Our services...

## Daily spending on services



In 2014/15, £2.1 million was spent every day on council services. This includes additional funding and earned income which is generated specifically to help run services and meet the needs of the city. For example, approximately half of the money spent on Libraries, Museums, Culture & Tourism is brought into the council in this way.

### The budget gap

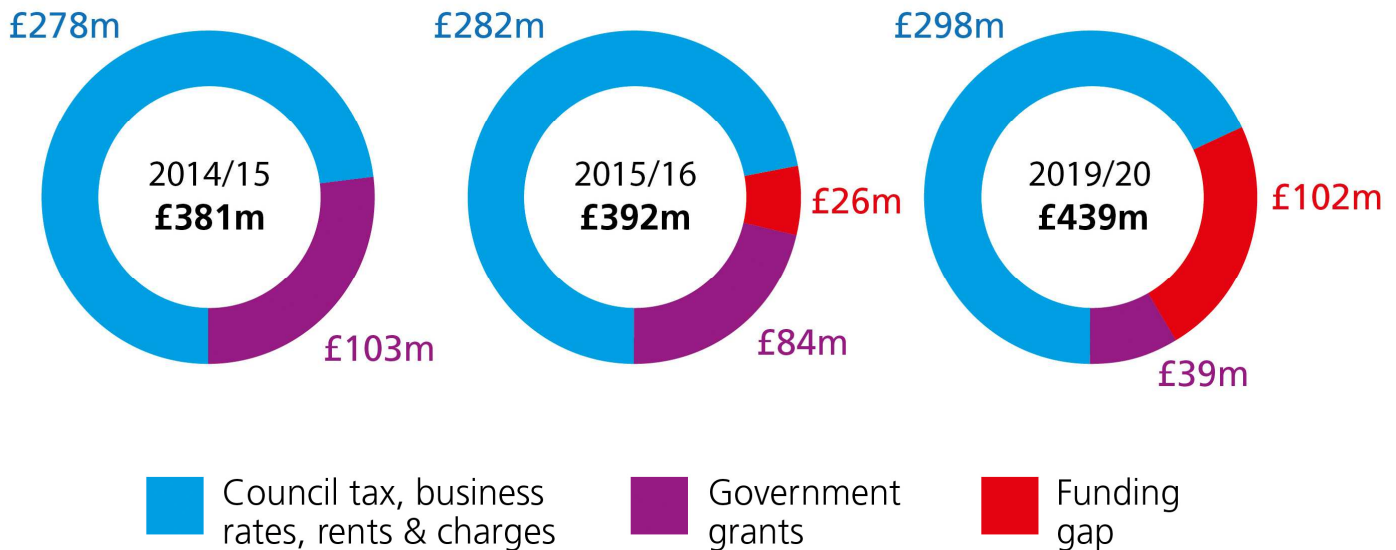
Of the council's total budget of £778 million in 2014/15, just over half, 51 per cent, is protected, or ring-fenced, to be spent only on education, housing benefit and council housing.

Our challenge is to reduce spending from the remaining 49 per cent. This is funded by council tax, business rates, government grants and fees and charges. It is spent on services like social care for vulnerable children and adults, libraries and transport.

Rising costs and demand for services along with reduced funding will result in a predicted budget gap of £102 million by 2019/20, assuming there is no increase in council tax. Between 2011/12 and 2014/15 we have already saved £77 million.



# ...and our spending



## How do we tackle the gap?

Growth in the short term will make a small contribution:

- New homes means council tax payments are expected to increase by about 250 properties a year.
- Business rates will also grow, though much of this will be from smaller businesses who pay lower business rates.
- Fees and charges are expected to increase too, generating further income.

A change in central or local government in May 2015 would be unlikely to change the scale of the funding reductions. Savings have to be met by significantly reducing our spend on services now.

In the longer term we will 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 reduced 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 civic participation.



# Foundations for the way ahead

Our recent achievements demonstrate how we are already collaborating to meet our purpose.



**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





## Our service priorities

Our priorities are shared with city partnerships and focus our specific efforts to meet our purpose.

- Economy, jobs & homes
- Children & young people
- Health & wellbeing
- Community safety & resilience
- Environmental sustainability



# Economy, jobs & homes

## What do we want to achieve?

A strong, sustainable economy that creates employment opportunity along with decent, affordable housing.

This means:

1. Working with our Greater Brighton city region partners to build sustainable growth and investment, increasing economic resilience and generating more higher-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. Investing in existing and new housing stock which supports residents and families to live independently in decent accommodation.
5. Using our international [UN Biosphere Reserve](#) status and our cultural offer to promote the city region as a unique, international destination.

## How are we doing?

A summary of evidence for this priority tells us:

The city's economy 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 of residents are self-employed.

Unemployment is low, but we have relatively high proportions claiming out of work benefits. Our wage levels are low compared to those of the region.

The housing market is strong and property values are rising, but housing is unaffordable for the majority of residents, supply is restricted and many households are in private rented accommodation, much of which is poor quality.

Our unique arts and cultural offer, including the Brighton Pavilion and Dome, attracts residents and over eleven million visitors each year who bring around £800 million to the local economy.

An estimated 39 million visitor days are spent in the South Downs each year and 12 million people visit the Brighton & Lewes Downs biosphere area.



## Economy, jobs and homes (continued)

### How do we plan to invest?

We will:

- Create future job and business growth through joint investment, accessing new funding via the [Greater Brighton Economic Board](#), [Coast to Capital](#) local enterprise partnership and EU funding.
- Improve the city's digital infrastructure to support modern business growth while reducing travel to ease traffic congestion and improve air quality.
- Bring forward plans for key development sites, including 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 and identity.
- 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.
- Make better use of our entire commercial property and land portfolio to promote coordinated business growth.
- Draw in external investment for our downland estate and city parks and open spaces, including developing Stanmer Park as a major gateway from the city into the [South Downs National Park](#).
- 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.

### 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 growth which is clear on the benefit for local people, public services and the environment will be essential for a healthy social and economic future.



# Children & young people

## What do we want to achieve?

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 life and work.
2. Keeping children and young people safe, at home and in learning and social environments.
3. Helping children and young people access 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 good 'corporate parent' to them.
5. Ensuring that, where children and families require support, we provide early help services that make a difference.
6. Working in strong partnerships across the city, for example, in relation to integrated services for children with special educational needs or with a disability.
7. Using participation and engagement with children and young people to shape the delivery of public services.

## How are we doing?

A summary of evidence for this priority tells us:

- Achievement in primary schools is above the national average.
- Achievement in secondary schools is below national expectations and what young people need to prepare them 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 proportion of 16-18 year olds not in employment, education or training.
- We are supporting families on low incomes with two year olds to take up their free childcare places effectively.
- 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.
- Breastfeeding rates in the city are the best in the country.
- There are high rates of children in need and in care.
- Our Stronger Families programme, which works with vulnerable families, is exceeding targets.
- Over three quarters of our schools are judged good or excellent by OFSTED.





## Children & young people (continued)

### How do we plan to invest?

We will:

- Plan and deliver sufficient school places, with a focus on secondary places.
- Improve secondary attainment, linked to skills for the workplace and the developing city economy, closing the gap in attainment for vulnerable students.
- Provide 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 to below the national average.
- Review support for children and young people with special educational needs and disabilities to develop improved and joined up services.
- Review our services for children and young people with emotional wellbeing and mental health needs.
- Develop more personalised services for children and their families.

### Tough choices ahead

Services for children and young people account for a very large part of the council's budget. Money received for education is protected, whereas spending on social care is part of the general 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 must ensure that the resources we deploy are better aligned with our key partners, and that we have evidence that it makes a difference. Over the next four years we must also work to empower communities to be able to do things for themselves.



# Health & wellbeing

## What do we want to achieve?

Healthy citizens and communities, who are active, protected and included in society.

This means:

1. Promoting healthy choices and lifestyles to keep people well and prevent long term health conditions.
2. Encouraging leisure activity, outdoor recreation and active travel as part of good physical and mental health and making the most of the city's unique cultural and natural offer.
3. Creating a city for all ages, young and old, that is inclusive, accessible and promotes active lifestyles for everyone.
4. Providing better care services for older and vulnerable people, focused on personal choice and staying independent.
5. Safeguarding our most vulnerable children and adults from neglect and harm.
6. Ensuring the city's housing stock is well managed and good quality, to support independence, health and wellbeing, and avoid homelessness.

## How are we doing?

A summary of evidence for this priority tells us:

There are high levels of tobacco, alcohol and drug use in the city, but the rate of alcohol related hospital admissions has been declining since 2012.

There are high rates of common sexually transmitted infections.

There has been a reduction in the proportion of older people in the population, but a rise in the number of adults with complex needs.

The city compares well for residents being a healthy weight, but obesity and associated illnesses are predicted to be the biggest public health challenge for the future.

The majority of residents report medium or high satisfaction with life, but there are high numbers of people with mental health needs and people at increased risk of mental health issues.

Over three quarters of our social care clients receive personal budgets, compared to half among similar local authorities.

There has been an increase in delayed transfers of care, where a person who is ready to return home or transfer to another form of care still occupies a bed, though this is also the case nationally.

A lower rate of adults, aged 65 or more, have been permanently admitted to residential and nursing care homes compared to similar 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 in the private sector.



## Health & wellbeing (continued)

### How do we plan to invest?

We will:

- Coordinate approaches to health and wellbeing priorities across the council and its partners, managed through the new and developing [Health and Wellbeing 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.
- Personalise approaches for adult social care, to promote greater independence and meet new assessment requirements in Better Care and Care Act legislation.
- Provide better advocacy, information and advice for social care clients and informal carers.
- Create 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 our libraries, to promote health and wellbeing and co-locate facilities and services.
- Continue to promote the city's cultural, sporting, outdoor and active travel offers, with a focus on communities 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. We estimate there are about 2,000 people in the city who currently fund their own care needs and who would become eligible to 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, the community and voluntary sector and the private sector. The Better Care programme will allow us to provide better health outcomes for vulnerable people, which avoids hospital or care home admissions.



# Community safety & resilience

## What do we want to achieve?

A tolerant and cohesive city, safe from crime, disorder and discrimination.

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 active citizenship, making the most of our open spaces and ensuring road safety.

## How are we doing?

A summary of evidence for this priority tells us:

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, 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 young people entering the youth justice system for the first time has reduced, but there has been an increase in reoffending among some young people.

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





## Community safety & resilience (continued)

### How do we plan to invest?

We will:

- Build on our mature [Safe in the City](#) community safety 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 volunteers.
- Deliver effective programmes with partners to address hate crime, domestic and sexual violence and anti-social behaviour, and support 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 shows it 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.
- Protect vulnerable adults through the Adults Safeguarding Board, which reports to the [Health and Wellbeing Board](#).
- Offer cultural and leisure activities for the city that promote community cohesion and understanding.
- Promote a safe, inclusive city, recognising disaffection among young people in particular and the potential for radicalisation and extremism, for example through the One Voice partnership.
- 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 as 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 community safety and resilience, and the general quality of, and care for, local environments.



# Environmental sustainability

## What do we want to achieve?

Sustainable infrastructure that protects and promotes nature, communities and the city's economy.

This means:

1. Promoting and delivering a broader understanding of sustainability for the city and for public services, which protects the future of the environment, communities and the economy.
2. Use our international [UN Biosphere Reserve](#) status and the [South Downs National Park](#) to promote the city region as a unique destination for its natural environments.
3. Protecting water and energy security for the city, including measures to improve the energy efficiency of housing stock and its impact on the environment.
4. Improving the sustainability of our transport infrastructure and transport options, reducing the need for travel through improved digital infrastructure.
5. Regenerating our seafront, bringing forward investment to deliver key development sites and protect and renew city infrastructure.

## How are we doing?

A summary of evidence for this priority tells us:

We have responded well to the impact of extreme weather events in our communities in partnership with other agencies, demonstrating civic leadership.

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 and its effects.

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 the growing population and number of visitors and commuters.

Air quality monitoring suggests there has been a long term improvement in air quality across the city, but it 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 endorsed 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, in part because we do not offer free food and green waste collections.



## Environmental sustainability (continued)

### How do we plan to invest?

We will:

- Continue the implementation of our one planet city sustainability action plan for the council and the city.
- Create a combined infrastructure plan with key partners for energy, water, waste, transport, highways and street lighting to support sustainable growth, community resilience and protect the environment.
- Continue to secure high quality, sustainable development and building standards through planning policy and the City Plan.
- 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 enhance 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 major gateway from the city into the South Downs.
- Develop opportunities with partners to improve the quality and energy efficiency of the city's housing stock.
- Improve the efficiency and reliability with which we collect and dispose of recycling, household, food, green and commercial waste.
- Continue to increase energy efficiency measures for the council, including carbon reduction across services and renewable energy schemes for our own land and property.
- Increase the choice and safety of sustainable, low emission transport options through the Local Transport Plan and EU funding, including major plans to renew Valley Gardens.
- Bring forward private investment to deliver key development sites that will renew and enhance our seafront, such as the i360.

### Tough choices ahead

Our city's origins and historic success are founded on its 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 city region. We need to create a better understanding of the relationship and opportunities presented by our growing population, the way we do business, consume goods, create waste, grow food and our exceptional natural surroundings.

We must collaborate and invest with our environmental infrastructure partners to recognise and support the value of our natural resources as the city grows. As it becomes harder to sustain spending for services that are important to maintain the quality of the local environment we must work increasingly with partners, communities and businesses to find alternative ways to share environmental responsibilities.





# Foundations for the way ahead

Our recent achievements demonstrate how we are already collaborating to meet our purpose.



## 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



## Kings Road 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





# Working in partnership

Partnerships are increasingly important to how we deliver services and will achieve better, shared outcomes for the city. Combining the knowledge, expertise and resources of all sectors allows greater improvements to meet our purpose and the city's vision. The council is a committed member of the city's partnership arrangements and wider public service networks.

## City partnerships

[Brighton & Hove Connected](#) is the main city partnership and provides a single vision and direction from which the wider [thematic partnerships](#) operate. It brings together the different parts of the public sector, as well as the private, business, community and voluntary sectors so that initiatives and services support each other.

The [City Management Board](#) increases the combined impact of public services within Brighton & Hove. The board is made up of the key decision makers from each of the major public services, the council, police, NHS, probation service, and the two universities. Each board member is accountable to their parent body and to Brighton & Hove Connected.

A partnership of the council and the Brighton & Hove Clinical Commissioning Group, the [Health and Wellbeing Board](#) is committed to improve the health and wellbeing of the population of Brighton & Hove through the commissioning and development of improved and combined health and social care services.

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

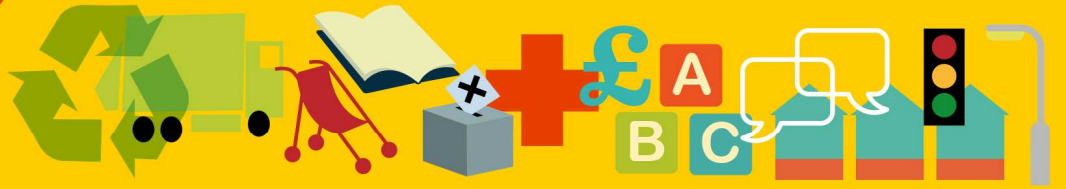
## Regional & national networks

We work with other councils and places to make sure that we are finding the most connected and innovative ways to transform public services, promoting economic and social wellbeing for our local areas.

Examples of this include:

- The [Greater Brighton Economic Board](#); a public and private body to unlock city investment with representation from the different councils that make up the Greater Brighton city region.
- [Coast to Capital](#) local enterprise partnership; allocates government funding for key regeneration and skills investment in the local area.
- South East 7; a partnership of seven major local authorities from the South East of England, creating more effective and better value shared service arrangements.
- [Key Cities](#); a national platform with leaders of other increasingly important UK cities, to position themselves in Government's vision of the nation's economic and social prosperity.
- [Brighton & Lewes Downs Biosphere](#) consists of a range of voluntary, conservation, education, local government and private sector bodies, who together aim to create a world-class environment that is economically successful and enjoyed by all forever.





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