

Appendix 2: Brighton & Hove City Council Corporate Plan, Proposed New Commitments 2012/13

PRIORITY 1: TACKLING INEQUALITY 2012/13 COMMITMENTS

1. Look to reorganise services to vulnerable children and adults to provide more early help, reducing the need for crisis intervention.
2. 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.
3. 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.
4. Improve services for vulnerable teenagers by improving access to psychological therapies and supported accommodation.
5. 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.
6. Increase access to community based mental health services by reviewing how we work with partner organisations, for example NHS Sussex Partnership Foundation Trust.
7. Provide more extra care housing and accommodation to meet the needs of the growing number of people who are living longer.
8. Review our work with partners to tackle rising street homelessness and improve health and life expectancy for rough sleepers.
9. Aim for 95% of council homes to meet the decent homes standard by April 2013.
10. Develop a Health and Wellbeing Strategy for the city.
11. 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.
12. 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.
13. 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.
14. 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.
15. 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.

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PRIORITY 2: CREATING A MORE SUSTAINABLE CITY 2012/13 COMMITMENTS

1. 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.
2. Launch a new investment prospectus to attract business to the city at the Eco Technology show at the Amex Stadium.
3. 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.
4. 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.
5. 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.
6. Promote the newly refurbished and sustainable Brighton Centre to enhance the city's status as a conference and events destination.
7. Develop proposals for the introduction of a permit scheme for all road works across the city to minimise inconvenience.
8. 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.
9. Begin a programme to replace and upgrade street lighting making it more energy efficient.
10. Develop and carry out a recycling campaign to increase domestic household recycling.
11. 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.
12. Develop an Allotment Strategy with allotmenters and other partners.
13. Implement the communication and engagement plan for the Biosphere Reserve Bid and finalise the overarching management plan.
14. 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.

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15. 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.
16. Redevelop parts of the New England Quarter to promote the area as the city's creative and digital media business hub.

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PRIORITY 3: ENGAGING PEOPLE WHO LIVE AND WORK IN THE CITY 2012/13 COMMITMENTS

1. Support the community and voluntary sector to reconfigure the support available to groups and charities in the city.
2. Deliver a three year grants programme to support a range of community and voluntary organisations.
3. Establish the new council housing tenant scrutiny panel giving tenants a stronger voice in the management of council housing.
4. Implement the Travellers Commissioning Strategy 2012, seeking to balance the needs of Gypsy and Traveller communities and the city's settled communities.
5. Continue to develop libraries as hubs for community activity, and a key part of the city's advice and financial inclusion support.
6. Pilot a Young Mayor for the city.
7. Improve engagement with users and carers of adult social care services, using our learning from council tenant participation.
8. 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.
9. 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.
10. 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.
11. Continue to improve how the council consults residents and businesses when setting its annual budget.
12. Hold quarterly 'Ask the Leader' interactive webcasts.

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PRIORITY 4: A RESPONSIBLE AND EMPOWERING EMPLOYER 2012/13 COMMITMENTS

The following 20 commitments have been developed with colleagues from the council as part of the People Strategy Conversation. Work to implement these commitments will begin in the 2012/13 financial year.

1. 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
2. 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.
3. Support early management intervention to resolve issues, disputes and conflict informally where appropriate.
4. Review the 'Dignity at Work' procedure with trade unions and colleagues across the council to ensure that it is effective.
5. Design, test and introduce a system of scored appraisals.
6. Revive the programmes of 'job shadowing' and 'back to the floor' activities and encourage greater take up.
7. Set up a programme of internal coaching support for managers.
8. Continue to work with all three current Workers' Forums to develop our organisation and people together.
9. Continue the work to develop 'Job families' as an aid to development and internal progression.
10. Ensure that all vacancies (including secondments) are openly advertised across the workforce (except from when they are ring-fenced as part of re-structuring).
11. 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.
12. 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.
13. 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.

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PRIORITY 4: A RESPONSIBLE AND EMPOWERING EMPLOYER 2012/13 COMMITMENTS

14. 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.
15. 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.
16. Produce a workforce strategy that enables us to anticipate and invest in areas of demand, scarcity and growth.
17. Develop an internal two-way Communications Strategy to improve awareness and understanding of the Corporate Plan.
18. 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.
19. 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.
20. Develop a simple electronic skills audit tool for colleagues to input and update their own record of skills, qualifications and experience.

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PRIORITY 5: A COUNCIL THE CITY DESERVES 2012/13 COMMITMENTS

1. 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.
2. Increase the number of electric vehicles used by the council.
3. Update the Customer Access Strategy, to include emerging technologies and define the next phase of improvements.
4. Upgrade the council's telephone system to make it easier for customers to contact us and help staff to work flexibly in more places.
5. 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.
6. 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.
7. Implement the council's agreed Carbon Budgets for 2012/13 and develop a longer-term plan.
8. 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.
9. 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.
10. 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.

