

EEC Directorate Plan 2020/24

Directorate:	Economy, Environment & Culture		
Responsible Officer:	Nick Hibberd	Last Updated:	20 May 20
Signed off by:	Chief Executive	Date:	30 April 20
Please note that this plan was developed before the Covid-19 outbreak and will be reviewed during the year 2020/21.			

Corporate Plan 2020/23 Outcomes and Actions:

Outcome	Key Area of Action	Outcome	Key Area of Action
1. City to call home	1.1 Reduce homelessness and rough sleeping	4. Growing and learning City	4.1 Support high quality early years provision
	1.2 Provide genuinely affordable homes		4.2 Ensure that schools continue to improve and all children do well
	1.3 Improve private rented housing		4.3 Ensure that no child or family is left behind
	1.4 Improve council housing		4.4 Deliver high quality youth services
	1.5 Make better use of existing housing capacity		4.5 Promote lifelong learning and transition into adulthood
2. City working for all	2.1 Build community wealth	5. Sustainable City	5.1 Become a carbon neutral city by 2030
	2.2 Transition to a sustainable economy		5.2 Create and improve public open spaces
	2.3 Support local businesses and charities		5.3 Reduce, re-use and recycle
	2.4 Enhance skills and provide housing for the city's workers		5.4 Develop an active and sustainable travel network
	2.5 Develop our visitor economy		5.5 Promote and protect biodiversity
3. Stronger city	3.1 Tackle crime and antisocial behaviour	6. Healthy and caring City	6.1 Increase healthy life expectancy and reduce health inequalities
	3.2 Increase participation in civic and community life		6.2 Support people to live independently
	3.3 Address the causes of poverty and its impact on our communities		6.3 Support people in ageing well
	3.4 Improve access for disabled people		6.4 Support carers
	3.5 Remain a proud City of Sanctuary		6.5 Ensure that health and care services meet the needs of all
7. Council Attributes	7.1 Measuring our progress	7.5 Customer promise	
	7.2 Well run council	7.6 Our Workforce	
	7.3 Fair & inclusive council	7.7 Working in Partnership	
	7.4 Modernising council		

Directorate Objectives for April 2020 – March 2024	
Mission: Supporting low carbon economic growth and maintaining an attractive, connected, and well-run city for residents, businesses and visitors	
1	City to call home
2	City working for all
3	Growing and learning city
4	Sustainable city
5	Develop and engage with staff to deliver good quality services and change within the directorate and across council services

Directorate vision and direction of travel for 2020/24

The Economy, Environment & Culture directorate works with city and city region partners to supporting low carbon economic growth and maintaining an attractive, connected, and well-run city for residents, businesses and visitors

The direction of travel for 2020/24 includes

- Delivery the Climate Assembly and establishing a 2030 Carbon Neutral City plan
- Working across the council and the city to establishing a community wealth building programme and supporting the city's transition to a circular and more equitable economy
- Leading the City Covid-19 Recovery Programme
- Developing a new Local Transport Plan for the City
- Developing a new City Downland Estate Plan
- Leading on the Greater Brighton City Region Covid-19 Economic Recovery Plan and Energy and Water Plans
- Progressing the development of a deliverable business case for the roll out of full fibre and 5G
- Developing a Waste, Recycling and Reuse Strategy for the City
- Developing a new Sports and Leisure Investment Plan
- Progressing the city's major regeneration and infrastructure projects
- Delivering new council homes and affordable home through the New Homes for Neighbourhood Programme and Homes for Brighton & Hove Joint Venture

Key Directorate deliverables

Directorate Objective 1: City to call home							
No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
1.1	1.1.9 1.2.14	Apply a Community Infrastructure Levy to new developments that fully reflects the city's infrastructure needs, including exploring using CIL to provide support (for tackling rough sleeping) (see 1.2.14) <ul style="list-style-type: none"> • Develop an infrastructure delivery plan • Develop the CIL governance process • Introduce CIL 	Apr 2020	Mar 2024	Assistant Director - City Development & Regeneration (Head of Planning)		<ul style="list-style-type: none"> - Develop delivery plan by Dec 20 - Introduce CIL by 1 June 2020 - CIL Governance in place – 1 April 21
1.2	1.2.3	Consider options for quick build homes to alleviate housing shortages <ul style="list-style-type: none"> • Deliver a pilot project using modern methods of construction. 	Apr 2020	Mar 2024	Assistant Director - City Development & Regeneration (Lead City Regeneration Programme Manager)	YMCA Morgan Sindall	New Homes projects delivered with Modern Methods of Construction used YMCA Eastergate Rd project complete

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1.3	1.2.4	Over time we aim to reduce costs/improve value for money by directly employing staff and building stable teams to work on council projects	Apr 2020	Mar 2024	Assistant Director - City Development & Regeneration	HNC	The Estate Regeneration Team to be restructured and expanded by October 2020 and then to be kept under review as the projects develop/emerge.
1.4	Also links to 1.2.3	Deliver a pilot project using modern methods of construction. Victoria Road Housing scheme	Apr 2020	Mar 2022	Assistant Director Property & Design (Architecture & Design Manager)	Morgan Sindall	Start on Site Jan 2021 Completion Mar 2022
1.5	1.2.19	Provide 500 shared ownership homes through joint venture and other developments <ul style="list-style-type: none"> Develop the first two sites through Homes for Brighton & Hove to deliver the first 352 homes Continue to work with developers to deliver shared ownership properties through section 106 	Apr 2020	Mar 2024	Assistant Director - City Development & Regeneration (Lead City Regeneration Programme Manager)	Hyde Housing	First two projects start on site – December 2020

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1.6	1.5.4	Explore how to restrict conversion of properties into short term holiday let homes or Airbnb property development	Apr 2020	Mar 2021	Assistant Director - City Development & Regeneration (Head of Planning)		<ul style="list-style-type: none"> - Letter to be written by Chief Exec – Mar 20 - Implement collaborative working to manage better – joint meeting set up quarterly to manage – trial for a year from Apr 20 to Mar 21

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No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
1.7	1.2	<p>Deliver housing to meet the city's housing requirements</p> <ul style="list-style-type: none"> Private and affordable housing through a positive planning system and Housing Delivery Action Plan Deliver the New Homes for Neighbourhoods Programme to help meet the target to deliver 800 new council homes Selsfield Drive Victoria Road Moulsecoomb Secure further sites for delivery through Homes for Brighton & Hove to deliver the 1000 living wage homes Work at a sub-regional level to ensure proper strategic housing provision across the city region. 	Apr 2020	Mar 2022	Assistant Director - City Development & Regeneration (Head of Planning) (Lead City Regeneration Programme Manager)	Property and Design Housing	<ul style="list-style-type: none"> - Number of homes in pipeline, - number of homes with planning, - number of homes on site, - number of homes complete - Implement actions in the Housing Delivery Action Plan - Complete background evidence for Local Strategic Statement 3 by March 21

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1.8	1.5	Ensure a positive planning service which ensures the quality of new homes and places, focusing on sustainability, placemaking, design quality and proper accommodation standards.	Apr 2020	Mar 2021	Assistant Director - City Development & Regeneration (Head of Planning)		<ul style="list-style-type: none"> - Adopt the Urban Design Framework Mar 21 - Reduce refusal rate to 16% - Reduce appeal overturn rate to 30% - Secure permanent in house design advice – Sep 20 - Increase take up of pre-app advice - Adopt Transport Guidance to support Planning Service – Dec 20

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1.9	7.3	Deliver the Corporate Modernisation Programme - Sport & Physical Activity	Apr 2020	Mar 2023	Assistant Director Culture, Tourism & Sport (Head of Sport & Leisure)	Freedom Leisure. Mytime Active for Golf Sports clubs. Schools and universities. Corporate Modernisation Board	Successful Transfer of Hollingbury Golf Course to new leaseholder. Successful extension of lease for Freedom Leisure. Successful production of new Sport and Physical Activity Strategy.

Directorate Objective 2: City Working for all							
No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
2.1	2.1.1 2.1.10	<p>Become the lead UK city for community wealth building and ethical employment practices (2.1.11)</p> <ul style="list-style-type: none"> Develop the Community Wealth Building Programme encourage sign up to a social responsibility and social value charter 	Apr 2020	Dec 2021	Assistant Director - City Development & Regeneration (Economic Development Programme Manager)	<p>Policy Team</p> <p>Brighton Chamber</p> <p>Brighton & Hove Economic Partnership</p> <p>Good Business Club</p>	<p>- Promote the Brighton & Hove Living Wage (an additional 80 sign ups by Mar 21)</p> <p>- Deliver a good practice campaign around unpaid trial shifts (by Jul 20)</p> <p>- Develop a good employment charter for Brighton and Hove (by Dec 21)</p>
2.2	2.13	Bring together the purchasing power of the council and other major institutions such as universities, schools and hospitals to keep money circulating in the local economy	Apr 20	Mar 24	Assistant Director - City Development & Regeneration (Economic Development Programme Manager)	B&H Connected, City Management Board	<p>Community Wealth Building Programme:</p> <ul style="list-style-type: none"> Member Working Group Established June 2020 Action Plan Agreed October 2020 (to include action on procurement and purchasing)

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No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
2.3	2.1.7	Ensure that local home building provides opportunities for young people to develop skills, for example through apprenticeships <ul style="list-style-type: none"> Deliver the Brighton & Hove Local Employment Scheme 	Apr 2020	Mar 2024	Assistant Director - City Development & Regeneration (Lead City Regeneration Programme Manager)	Construction Companies, Met College	Number of apprenticeships supported Number of people trained
2.4	2.1.8	Use regeneration schemes to provide social and sustainability benefits <ul style="list-style-type: none"> Introduce a social value impact assessment as part of the project brief for council's own regeneration projects Introduce a sustainability impact assessment for new regeneration projects – private sector and public sector – through the planning system. 	Apr 2020	Jan 2021	Assistant Director - City Development & Regeneration (Lead City Regeneration Programme Manager) and (Head of Planning)	Various development partners	Template produced, agreed and used as a validation requirement of planning applications – from 1 June 20
2.5	2.2.1 2.2.2	Promote a sustainable economy by supporting low carbon growth and encouraging businesses to reduce waste and pollution <ul style="list-style-type: none"> Establish a circular economy framework and action plan 	Apr 2020	Mar 2021	Assistant Director - City Development & Regeneration (Economic Development Programme Manager)	Businesses and Sector Groups	Circular Economy Framework adopted July 2020

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2.6	2.2.3	<p>Work with businesses, universities, regional development organisations and others to become a global centre for innovation and creative, digital and immersive technologies</p> <ul style="list-style-type: none"> • Deliver Greater Brighton 5-year strategic priorities • Working with the Coast to Capital LEP to develop and deliver the Local Industrial Strategy • Develop our international, inward investment and trade capacity to attract global expertise and investment in these key sectors. 	Apr 2020	Mar 2021	Assistant Director - City Development & Regeneration (Economic Development Programme Manager)	<p>Greater Brighton Economic Board & Officer Group</p> <p>C2CLEP</p> <p>DiT</p>	<p>Secure funding toward year one and year two GBEB unfunded actions by Mar 21</p> <p>Create and continue to build a project pipeline in readiness for the LIS, the Shared Prosperity Fund and other govt funding opportunities by Sep 21.</p> <p>Secure sign off of the Inward Investment Desk roll out by Oct 20</p>
2.7	2.2.5	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	Apr 2020	Mar 2024	Assistant Director - City Development & Regeneration (International & Sustainability Programme Manager)	<p>Greater Brighton Economic Board and Infrastructure Panel</p> <p>Greater Brighton Energy WG</p> <p>Greater Brighton Water Working Group</p>	<p>- Adopt Greater Brighton Energy Plan at GBEB (April 20) and develop a pipeline of projects to deliver the Plan</p> <p>- Adopt Greater Brighton Water Plan at GBEB (April 20) and develop a pipeline of projects to deliver the Plan</p>

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No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
2.8	2.2.6	Work with partners to attract investment in ultrafast broadband infrastructure across the city region	Apr 2020	Mar 2024	Assistant Director - City Development & Regeneration	Fibre Infrastructure Providers GBEB GB/West Sussex Everything Connects Group	- Develop a viable business case for the delivery of full fibre connectivity across the city - Deliver the Greater Brighton Digital Strategy
2.9	2.3.1	Support local businesses, especially small and medium sized ones, with a focus on cooperatives, community businesses and social enterprises. <ul style="list-style-type: none"> • Deliver ERDF Business Hothouse support programme • Work with Libraries to develop the Business Intellectual Property Centre • Support the city's independent retail sector • Facilitate the renewal of the city centre Business Improvement District and explore the viability of a Hove BID 	Apr 2020	Dec 2022 (Hot House) Mar 2021 (BIPC) Dec 2020 (Pop-ups) Jun 2021 (BID)	Assistant Director - City Development & Regeneration (Economic Development Programme Manager)	University of Chichester C2CLEP Brighton BIPC Brilliant Brighton BID George Street Traders ERDF Grants Manager – Economic Development	Allocate the £2.8m grant fund to business Launch the BIPC and secure business partner sign up to the use of the space as a city centre business support hub Mar 21 Deliver 6 Pop-ups in empty shops in the city centre during the initial pilot phase and a further 6 if the pilot is successful Dec 20

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						B&IPC Project Manager BHCC Libraries	Renewal of the City Centre BID Jun 21 Scoping of a George Street BID Dec 20 Promotion campaign to drive culture and arts sector businesses to the ERDF/BIPC Jul 20
2.10	Also links to 2.3.1	<ul style="list-style-type: none"> Facilitate the uptake of the ERDF Hothouse programme to the Cultural and arts sector freelancers and start-ups Promote the Business and Intellectual Property Centre offer to established creative businesses 	Apr 2020 Apr 2020	Sep 2022 Dec 2022	Assistant Director Culture Tourism & Sport	Arts & Creative Industries Commission BHCC Arts Team	EDRF hothouse programme bids awarded to cultural sector businesses Attendance at BPC events/ programme by creative businesses in the city Sep 22 Increased collaboration between local creative freelancers and SME's leading to growth and sustainability of their businesses.

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No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
2.11	Also links to 2.3.1	Continue support for SMEs through New England House letting policy and management	Apr 2020	Mar 2024	Assistant Director Property & Design (Estates Manager) (Architecture & Design Manager)	Avison Young NEH tenants	To maintain current level of SMEs, to increase where possible
		Develop NEH business case and design for redevelopment	Apr 2020	Mar 2021			Business case and design developed for planning application
2.12	2.3.2	<p>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.</p> <ul style="list-style-type: none"> Develop a pipeline of infrastructure projects Deliver the city's regeneration and investment programme of major projects 	Apr 2020	Mar 2021	Assistant Director - City Development & Regeneration (Economic Development Programme Manager) and (Lead City Regeneration Programme Manager)	GBEB C2CLEP	<p>Secure support and identify funds for the water and energy projects Oct 20</p> <p>Secure funds for the inward investment desk Oct 20</p> <p>Build and maintain a project pipeline Apr 21 and ongoing</p>
2.13	Also links to 2.3.2	<ul style="list-style-type: none"> Deliver One Public Estate Programme 	Apr 2020	Mar 2024	Assistant Director Property & Design (Thalia Liebig)	Public sector partners	OPE projects completed within agreed milestones OPE funding bids submitted when new rounds open

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2.14	2.4.3 4.5.1	<p>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.</p> <ul style="list-style-type: none"> Develop a coherent business support programme Support delivery of the opening of Innovation facilities 	Apr 2020	Mar 2021	Assistant Director - City Development & Regeneration (Economic Development Programme Manager)	Better Brighton University of Sussex University of Brighton C2CLEP	<p>Deliver the year two outcomes in the Economic Strategy</p> <p>Work with GBEB partners to identify and resource new business and innovation space in the city region</p>
2.15	2.5.1	<p>Protect the uniqueness of Brighton & Hove with our independent shops, cafés, bars and our distinctive arts & cultural offer (2.5.2)</p> <p>Deliver on the aims of the Visitor Economy Strategy through the work of VisitBrighton to promote:</p> <ul style="list-style-type: none"> Culture Wellness Experiential tourism Sustainability <p>Further develop the diversity and scale of the VisitBrightons' Partnership Programme.</p> <ul style="list-style-type: none"> Deliver the Arts and Cultural Framework 	Apr 2020	Mar 2024	Assistant Director Culture Tourism & Sport	Seafront Estates Surveyor, Seafront Tenants City Stakeholders/ BHCC Stakeholders/ VisitBrighton	<p>Maintain letting of arches to independent artists in the Artist's Quarter.</p> <ul style="list-style-type: none"> - Establishment of Destination Experience Groups for both Culture and the Visitor Economy. - Formulation of Destination Management Plan (DMP). - Half yearly monitoring of DMP to ensure objectives are being met.

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No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
		Identify the synergies between the VES and the Cultural Framework Brighton Experience actions and create a clearly defined narrative on how we brand ourselves as a city to visitors and residents.				Cultural Framework Brighton Experience working group. Arts & Creative Industries Commission.	- Delivery of a Public art / realm strategy and DMP that each reference and support their joint objectives. - Greater Brighton initiatives /bids made to support investment & delivery of the Creative Coast ambitions.
2.16	Also links to 2.5.1	Protect the uniqueness of Brighton & Hove with our independent shops, cafés, bars	Apr 2020	Mar 2024	Assistant Director Property & Design (Estates Manager)	Avison Young Commercial tenants	Proactive leasing policies in our urban estate in place
2.17	2.5.2	Work with local businesses to deliver our visitor economy strategy and destination experience plan (see 2.5.1) <ul style="list-style-type: none"> Deliver Visitor Economy Strategy and Destination Management Plan with the Destination Experience Group 	Apr 2020	Mar 2024	Assistant Director Culture Tourism & Sport	City Stakeholders/ BHCC Stakeholders/ VisitBrighton	- Increase in visitor spend. - Increase in staying visitor numbers and bed nights.

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No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
2.18	2.5.3	Seek investment to improve the accessibility of our seafront and beaches and invest in seafront infrastructure	Apr 2020	Dec 2020	Assistant Director Culture Tourism & Sport	Coastal Defence, Transport, Highways, Cityclean, Planning, Beach Access Team Cityparks, Planning, West Hove Seafront Action Group.	Identify improvement priorities.
		<ul style="list-style-type: none"> Explore options for delivery of the beach accessibility project 	Jan 2021	Mar 2024			Implement phased improvement plan
		<ul style="list-style-type: none"> Progress the West Hove Improvement project 	Apr 2020	Dec 2020	Design improvement plan.		
		<ul style="list-style-type: none"> Secure planning consent for the Black Rock regeneration project 	Jan 2021	Mar 2024	Assistant Director - City Development & Regeneration		Implement phased improvement plan
2.19	2.5.4	Continue to work to raise money to restore our heritage including the Madeira Terraces	Apr 2020	Mar 2024	Assistant Director - City Development & Regeneration (Lead City Regeneration Programme Manager)	Member Project Boards Project partners	Report to P&R on Madeira Terraces April 2020 Commission Masterplan for Eastern Seafront Dec 2020 Complete Corn Exchange in time for May 2021 Festival

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No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
2.20	2.5.5	<p>Consider a voluntary tourist tax, a coastal business improvement district, and a combined discount card for tourist attractions, local businesses and public transport</p> <ul style="list-style-type: none"> • Develop options for a voluntary tourist tax and/or coastal bid • Work with interested parties in testing the viability of a Seafront Bid. • Work with attraction discount card providers to test the viability of an attractions card scheme in the City. 	Apr 2020	Mar 2024	Assistant Director Culture Tourism & Sport	City Stakeholders/ BHCC Stakeholders/ VisitBrighton	<p>- Exploration of a Seafront Bid with Stakeholders.</p> <p>- Viability and testing of appetite for the introduction of a tourist discount card.</p>

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No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
2.21	NEW	The delivery of a distinctive offer at the Royal Pavilion and RP Garden, Brighton Museum, Booth Museum, Hove Museum & Preston Manor to support learning, creativity, well-being and engagement of diverse audiences and environmental sustainability.	Apr 2020	Mar 2024	Assistant Director Culture Tourism & Sport	Community groups	<p>Deliver programme of exhibitions, displays talks, workshops, tours and activities, programmes and developments across RPM sites.</p> <p>RP Garden Submission of phase 2 bid to NHLF Grant from NHLF received. Delivery of phase 2 work to RP Garden as part of the Reawakening of the RP Estate project.</p> <p>Booth Programme of gallery and building refurbishment including Evolution Gallery and create interactive spaces.</p> <p>KPIs agreed in Service Delivery Plan</p>

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2.22	7.3	Deliver the Corporate Modernisation Programme - Workstyles 4	Apr 20	See individual projects	Assistant Director Property & Design	Corporate Modernisation Board	<ul style="list-style-type: none"> • Moulsecoomb Community Hub completed (by Apr 23) • New business case for Brighton Town Hall produced (by Mar 21) • Workstyles principles applied to Hollingdean Depot office space (Oct 21) • Workstyles support provided to Stanmer HLF project as required (Mar 21) • Workstyles principles applied to Moulsecoomb Housing Centre (Mar 21) • Workstyles principles applied to Phoenix House office space (Oct 21) <p>FCL social workers relocated to new offices at former Portslade VI Form College (Oct 21)</p>

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2.23	7.3	Deliver the Directorate Modernisation Programme - City Planning & Development	Apr 2020	Sep 2021	Assistant Director City Development & Regeneration (Head of Planning)	Business Process Improvement (BPI) Planning Advisory Service (PAS)	<p>Complete introduction of Mobile working – Sept 20</p> <p>Implement CIL – 1 June 20</p> <p>Implement Planning Agents Forum Action Plan within agreed timelines</p> <p>Review and start implementing Enforcement modernisation programme from 1 June 20</p> <ul style="list-style-type: none"> Implement Building Control Business Plan from 1 May 20

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No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
2.24	7.3	Deliver the Directorate Modernisation Programme - Street Lighting	Apr 2020	Mar 2021	Assistant Director - Transport (Business Development Manager)	Investment loan companies & Public Works Loan Boards	Construction completed (Mar 21) KPIs: Savings achieve repayment model of loan Reductions in carbon and energy
2.25	7.3	Deliver the Directorate Modernisation Programme - Street Lighting	Apr 2020	Mar 2021	Assistant Director - Transport (Business Development Manager)	Investment loan companies & Public Works Loan Boards	Construction completed (Mar 21) KPIs: Savings achieve repayment model of loan Reductions in carbon and energy

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2.26	7.3	Deliver the Directorate Modernisation Programme - Stanmer Park Masterplan	Apr 2020	Mar 2021	Assistant Director - City Environmental Management	SDNPA / Historic England / Plumpton College / Stanmer Stakeholders	Stanmer Estate Manager and Ranger in post 10 year Woodland Management Plan (WMP) agreed Five year grant funded WMP implementation NLHF/CF capital works complete Activity plan complete Estate Management Strategy Adopted

Directorate Objective 3: Growing and Learning City							
No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
3.1	3.2.8	<p>Support community activities and festivals focused on sports, arts and science, bringing people together for the benefit of their neighbourhood and the city.</p> <ul style="list-style-type: none"> Deliver the Events Strategy 	<p>Apr 2020 Apr 2020</p>	<p>Dec 2020 Mar 2024</p>	<p>Assistant Director Culture Tourism & Sport</p>	<p>Transport, Safety Advisory Group.</p>	<ul style="list-style-type: none"> - Implement Outdoor Events Charter - Implement Outdoor Events Strategy Dec 20 - Produce annual report to committee
		<ul style="list-style-type: none"> Develop Brighton & Hove as a 'Sporting City' Deliver the Arts & Cultural Framework and annual Cultural Summit Increase awareness internally and across the arts sector of the Rethinking Our Place & Arts Health & Wellbeing work strand actions from Cultural Framework Complete 10 year Public Art Strategy for the city Promote the uptake of BHCC community grants to the Arts sector. An agreed strategic approach between BHCC & Arts Council England (ACE) 	<p>Dec 2020 Apr 2020</p>	<p>Mar 2024 Mar 2024</p>		<p>Arts & Creative Industries Commission ACE Arts Team Public Health, Freedom Leisure, Sports providers.</p>	<ul style="list-style-type: none"> - Provide annual Cultural Summit - Increased ACE funding for local community activities. - Increase in community arts grant applications relating to Cultural Framework priorities - Implement Sports Facilities Modernisation Programme

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No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
3.2	3.4.1	<p>Improve access to all parts of our city and our services for people with physical, sensory and learning disabilities</p> <ul style="list-style-type: none"> • Deliver the extension of the blue badge scheme for people with hidden disabilities • Deliver the extension of the concessionary fares scheme to provide 24 hours access for people with disabilities • Deliver associated highway capital infrastructure to improve accessibility • Ensure delivery of accessible buildings and places through planning and building control 	Aug 2020	Aug 2020	Assistant Director - City Transport		- Monitor and analyse take up of blue badges Aug 20 - Monitoring use of scheme and investigation of fraud Apr 21 - Delivery of LTP capital programme on time and to budget Mar 21
			Apr 2020	Apr 2021			
			Mar 20	Mar 2021	Assistant Director - City Development & Regeneration		
3.3	Also links to 3.4.1	<p>Improve access to our services in all parts of the City – Customer Service Centres</p> <p>Security and access works to HTH</p> <p>Feasibility studies for improving Barts CSC</p>	Jun 2020	Mar 2021	Assistant Director Property & Design	BHCC internal stakeholders and customers	HTH works complete Mar 21 Design for Barts house agreed Mar 21
				Mar 2021			
3.4	NEW	Facilitating the engagement of children and young people with museums and heritage through the provision of programmes supporting formal and	Apr 2020	Apr 2024	Assistant Director Culture Tourism & Sport	RPMT, Jubilee Library and 12 community	- Deliver programmes and activities Children for children and young people - Family visitor numbers

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		informal learning and involvement in displays and exhibitions.				or educational organisations	<ul style="list-style-type: none"> - Visitor satisfaction - C&F - B&H visits; - Number School visits - Teacher satisfaction. - Number of young people gaining Arts Awards - Number of under 5 sessions; - Provide opportunities for work experience& student placements and volunteering opportunities at RPM
3.5	7.3	Deliver the Corporate Modernisation Programme - Royal Pavilion & Museums	Apr 2020	Mar 2024	Assistant Director Culture, Tourism & Sport	HLF Historic England Brighton Dome Festival Limited (BDFL) Arts Council England Parks team Property team Conservation team	Successful transfer for RPM to the newly created Trust on 1 st April 2020. Completion of all contractual documentation to finalise the transfer. RPM systems and processes successfully transferred over, enabling to operation to continue without disruption. Successful delivery of the first Annual Service Plan.

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No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
						Corporate Modernisation Board	
3.6	4.2	<p>Support FC&L to deliver the capital programme in respect of Education capital projects;</p> <ul style="list-style-type: none"> Annual capital maintenance programme The provision of additional school places (Basic Need). Individual projects have different programmes. Projects to support the outcomes of the SEND review 	<p>Annual Programme</p> <p>Apr 2020</p> <p>Apr 2020</p>	Mar 2021	Assistant Director Property & Design	FC&L and schools	<p>Annual bids & allocation of funds completed and programme delivered within budget. Out-turn for each year will be reported to CYPS meeting in March.</p> <p>The number of school places available in the city will be equal to, or greater than, the number of school places required.</p> <p>Projects completed on time and within budget. Out-turn of each project will be reported to CYPs at the end of the project.</p>

Directorate Objective 4: Sustainable City							
No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
4.1	2.2.4	Encourage sustainable development in the city through our planning policies including the City Plan and encourage community participation in the plan making process by supporting the development of neighbourhood plans. <ul style="list-style-type: none"> • Adopt City Plan Part 2 • Commence review of City Plan Part 1 • Support Neighbourhood Planning • Scope review and new planning guidance 	2020	Mar 2023	Assistant Director - City Development & Regeneration (Head of Planning)		Adopt City Plan Part 2 – Mar 21 Advice to all Neighbourhood fora/Parish councils in response to requests Scope new and reviewed planning guidance and develop work programme by 31 July 20
4.2	5.2.5	Oppose fracking on council land	Apr 2020	Mar 2024	Assistant Director Property & Design		Seek Member approval for policy – Mar 21
4.3	4.4.1	Identify council owned premises suitable for partners to offer youth services <ul style="list-style-type: none"> • Undertake a review of property options following receipt of a commissioning brief from FCL 	Apr 2020	Mar 2024	Assistant Director Property & Design	FCL	Feasibility completed to identify suitable premises. Timeframe to client timescale.
4.4		Review land and property holdings through the lens of community wealth building	Apr 2020	Mar 2024	Assistant Director Property & Design	Internal & external stakeholders	Community wealth building opportunities identified & secured

Directorate Objective 4: Sustainable City							
No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
4.5		Build opportunities for increased plurality of ownership into physical regeneration programmes	Apr 2020	Mar 2024	Assistant Director Property & Design	Internal & external stakeholders	Regeneration opportunities identified & secured
4.6		Assess the potential for increased food growing on council owned farmland	Apr 2020	Mar 2024	Assistant Director Property & Design	Savills Tenant farmers	Review completed with agents Increased food production opportunities identified & secured
4.7	4.1.2	The city's cultural and heritage organisations support a carbon neutral city and BHCC's circular economy framework;	Apr 2020	Mar 2024	Assistant Director Culture Tourism & Sport	RPMT, Arts Council of England	the Delivery of RPMT's environmental sustainability action plan Delivery of public programmes supporting understanding and skills

Directorate Objective 4: Sustainable City							
No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
4.8	5.1.1	Deliver an ambitious ten-year programme to become a carbon neutral city by 2030 <ul style="list-style-type: none"> Establish the Carbon Neutral City Programme Deliver the SCRIF – Sustainability & Carbon Reduction Investment Fund 	Apr 2020	Mar 2024	Assistant Director - City Development & Regeneration (International & Sustainability Programme Manager)	Policy team Carbon Neutral 2030 Member Working Group and Officer Group Internal and external stakeholders	Develop ten year programme for approval in October 2020
4.9	5.5.1	Consult and approve the City Downland Estate Plan (CDEP) <ul style="list-style-type: none"> Develop a 10 year action plan for our City Downland Estate Plan 	Apr 2020	Mar 2024	Assistant Director Property & Design (Estates Manager)	Savills SDNPA Tenant farmers External stakeholders Internal stakeholders	CEDP completed and approved at Committee. CEDP ratified by SDNPA

Directorate Objective 4: Sustainable City							
No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
4.10	5.1.2	<p>Set up a climate assembly to develop a programme of action on the climate crisis.</p> <ul style="list-style-type: none"> Work with the Policy Team and Transport to commission the establishment and delivery of the climate assembly 	Apr 2020	July 2020	Assistant Director - City Development & Regeneration (International & Sustainability Programme Manager)	<p>Ipsos MORI</p> <p>Climate Assembly Advisory Group</p> <p>Carbon Neutral 2030 Member Working Group and Officer Group</p> <p>Internal and external stakeholders</p>	<p>Three sessions of the Brighton & Hove Climate Assembly (focusing on Transport) delivered: 22 April 2020 2 May 2020 16 May 2020</p> <p>Recommendations received by Council in summer 2020</p>

Directorate Objective 4: Sustainable City							
No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
4.11	5.1.3	Involve young people so we meet the expectations of the next generation <ul style="list-style-type: none"> Work with FCL to support the engagement of young people in climate action. 	Apr 2020	Mar 2024	Assistant Director - City Development & Regeneration (International & Sustainability Programme Manager)	FCL, Property Schools Carbon Neutral 2030 Member Working Group and Officer Group Youth Strike for Climate and other stakeholders	Schools Heads and Leaders conference held summer 2020 Support delivery of Nature 2020 youth biodiversity conference Support property in embedding climate change into new schools environmental educational programme Support youth climate programme linked to the Climate Assembly
4.12	5.1.4	Work with visionary small businesses to identify ways of making the city carbon neutral. <ul style="list-style-type: none"> Develop the circular economy framework and action plan (see 2.2.2 and 2.2.1) 	Apr 2020	Mar 2021	Assistant Director - City Development & Regeneration (Economic Development Programme Manager) and (International & Sustainability Programme Manager)	Soenecs University of Brighton University of Sussex	Report to committee on phase one of the framework (construction) Jul 20 Report to committee on phase two of the framework (visitor economy) Mar 21

Directorate Objective 4: Sustainable City							
No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
4.13	5.1.5	<p>Build sustainable council housing to make a significant contribution to our goal.</p> <ul style="list-style-type: none"> Develop the design specification moving towards delivering carbon neutral homes 	Apr 2020	Mar 2024	<p>Assistant Director - City Development & Regeneration (Lead City Regeneration Programme Manager)</p> <p>(Assistant Director Property & Design / (Architecture & Design Manager)</p>	Estate Regen Team	<p>Low Carbon Working Group established</p> <p>Design Specification updated</p> <p>Number of projects using higher sustainability standards</p>
4.14	5.1.6	<p>Where possible we will recycle building materials.</p> <ul style="list-style-type: none"> Deliver the Circular Economy Framework and action plan (see 2.2.1 and 2.2.2 and 5.1.4) 	Apr 2020	Mar 2021	Assistant Director - City Development & Regeneration		<p>Design spec updated for new homes</p> <p>Pilot project complete</p>

Directorate Objective 4: Sustainable City							
No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
4.15	Also links to 5.1.6	Where possible we will recycle building materials. <ul style="list-style-type: none"> Through our housing and school building projects and maintenance programmes 	Apr 2020	Mar 2024	Assistant Director Property & Design / (Architecture & Design Manager) (Building Surveying & Maintenance)	Constructors	Increased recycling rates through our capital and maintenance programmes
4.16	5.1.8	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.	Apr 2020	Mar 2024	Assistant Director - City Development & Regeneration		Proposal for Zero Carbon council homes to be agreed by Housing Committee Mar 2021
4.17	5.1.9	Support district heat networks and community energy projects <ul style="list-style-type: none"> Develop district heat network study linked to the Conway Street Master Plan Deliver through planning process. 	Apr 2020	Mar 2024	Assistant Director - City Development & Regeneration (Lead City Regeneration Programme Manager) and (Head of Planning)	BEIS Heat Network Delivery Unit	Conway Street Study Completed Mar 2021 City Plan Part 2 Adopted Mar 2021

Directorate Objective 4: Sustainable City							
No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
4.18	5.1.10	Reduce CO2 emissions from council owned properties and vehicles, with an energy efficiency audit of all council buildings. <ul style="list-style-type: none"> Undertake programme of audits for council buildings Deliver Fleet Strategy 	Apr 2020	Mar 2021	Assistant Director Property & Design Assistant Director - City Environmental Management	Building managers	Energy audits undertaken to top consuming buildings and opportunities quantified to generate a pipeline of projects Fleet Strategy delivered
4.19	5.1.11	Deploy self-financing energy efficient technology on council assets. <ul style="list-style-type: none"> Continue installation of energy efficient technology and renewables on council buildings (5.1.12) 	May 2020	On going	Assistant Director Property & Design	Building managers	Self-financing energy efficiency projects completed Pipeline of suitable projects prepared for potential new funding
4.20	5.2.1	Increase accessible open space for the benefit of residents and visitors <ul style="list-style-type: none"> Deliver Open Spaces Strategy 	Apr 2020	Mar 2024	Assistant Director - City Environmental Management		Second formal update of Open Spaces Strategy completed
4.21	5.2.2	Invest in providing children's playground facilities <ul style="list-style-type: none"> Deliver the capital programme to maintain and improve our playgrounds 	Apr 2020	Mar 2024	Assistant Director - City Environmental Management		£500,000 Section 106 money invested in playground sites

Directorate Objective 4: Sustainable City							
No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
4.22	5.2.3	Invest in the biodiversity of our parks, green networks, development sites and urban fringe. <ul style="list-style-type: none"> Implement the national requirement for Biodiversity net-gain. 	Apr 2020	Apr 2021	Assistant Director - City Environmental Management Assistant Director - City Development & Regeneration (International & Sustainability Programme Manager) and (Head of Planning)	Biosphere Delivery Board	<ul style="list-style-type: none"> Review and update the Brighton & Lewes Downs UNESCO Biosphere Management Strategy by Jun 20 Update the Nature Conservation and Development SPD Apr 20 to Apr 21
4.23	5.2.4	Continue to restore the city's seafront <ul style="list-style-type: none"> Deliver the Coastal Protection Strategy Submit full business case to DfT for phase 4 of the renewal of the seafront arches Develop the Seafront Structures Asset Management Plan 	Apr 2020	Mar 2024	Assistant Director - City Transport	DfT	<ul style="list-style-type: none"> Finalise business case for P&R Cttee approval Secure funding agreement Oct 20 Approval of outline business case, incl. funding for MRN proposal Mar 21 Agreement of Plan at Cttee Mar 21

Directorate Objective 4: Sustainable City							
No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
4.24	5.2.6	Protect properties from surface water flooding by installing sustainable urban drainage schemes <ul style="list-style-type: none"> Deliver the Property Level Protection Scheme Continue to participate in CHaMP Deliver SCAPE SUDs scheme. 	Apr 2020 Apr 2020	Mar 2021 Mar 2021	Assistant Director - City Transport (Head of Planning)		Programme of PLP in Portslade and Patcham Delivery of the Wild Park balancing pond Deliver SCAPE SUDs scheme by Dec 20
4.25	5.2.7	Tackle graffiti and tagging <ul style="list-style-type: none"> Deliver Graffiti Reduction Strategy and Action Plan Install new mobile CCTV cameras 	Apr 2020	Mar 2024	Assistant Director - City Environmental Management	Sussex Police	Reduced number of reported graffiti incidents CCTV cameras installed Action Plan refreshed
4.26	5.3.1	Encourage people to reduce the amount of refuse they generate, promote re-use and increase recycling <ul style="list-style-type: none"> Deliver Increasing Recycling Project Implement new communal bin system 	Apr 2020	Mar 2024	Assistant Director - City Environmental Management	Veolia	Increased recycling rate Reduced contamination rate
4.27	5.3.2	Collect a wider range of plastics for reprocessing when market conditions improve	Apr 2020	Mar 2024	Assistant Director - City Environmental Management	Veolia	Processing changes implemented at the Materials Recovery Facility Increased recycling rate
4.28	5.3.3	Introduce a food waste collection and composting service	Apr 2020	Mar 2024	Assistant Director - City Environmental Management	Veolia	Food waste service introduced Increased recycling rate

Directorate Objective 4: Sustainable City							
No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
4.29	5.3.4	Install drinking water fountains and promote Refill Brighton & Hove <ul style="list-style-type: none"> Install the first six fountains 	Apr 20	Mar 21	Assistant Director Property & Design (Facilities & Building Services Manager)	-	First six water fountains installed
4.30	5.4.1	Deliver a transport system which provides sustainable travel with investment in walking, cycling and smart traffic signalling. <ul style="list-style-type: none"> Develop the Local Cycling and Walking Infrastructure Plan Develop a new Transport Strategy for the city (LTP 5) Review the bike share scheme and implement new operating model Secure and deliver investment in transport infrastructure from developers 	Apr 2020	Dec 2020	Assistant Director - City Transport	Local residents and businesses developers, Planning, Bikeshare scheme operator	Plan agreed by ETS Cttee
			Sep 2019	Jun 2021			Plan agreed by Cttees and Full Council
			Apr 2020	Sep 2021			
			Apr 2020	Mar 2021			P&R Cttee report (Mar 20) New operating model in place (Sep 21)

Directorate Objective 4: Sustainable City							
No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
4.31	5.4.2	<p>Encourage mixed mode travel with good transport interchanges and better integration of travel information and ticket purchasing.</p> <ul style="list-style-type: none"> • Work with public transport operators to improve infrastructure: <ul style="list-style-type: none"> ○ Bus stops ○ Bus shelters ○ Real Time information ○ Station improvements 	Apr 2020	Mar 2021	Assistant Director - City Transport	Bus operators, Quality Bus Partnership, Rail operators, Transport for the South East	<p>Increased use of public transport</p> <p>Delivery of bus shelter advertising contract (Dec 20)</p>
4.32	5.4.3	<p>Protect vital bus services, especially in outlying areas.</p> <ul style="list-style-type: none"> • Deliver the supported bus services contract with a focus upon protecting services to outlying areas • Explore opportunities in government bus strategy 	Apr 2020	Sep 2021	Assistant Director - City Transport	Bus operators, Quality Bus Partnership	<p>Review of supported bus contracts and procurement</p> <p>Approval by P&R Cttee</p>
4.33	5.4.4	<p>Increase bus use by supporting multi-operator fare payment technology.</p> <ul style="list-style-type: none"> • Work with the Quality Bus Partnership Deliver next phase of roll out of multi-operator technology 	Apr 2020	Mar 2021	Assistant Director - City Transport	Bus operators, Quality Bus Partnership, Transport for the South East	Scheme extended across Greater Brighton

Directorate Objective 4: Sustainable City							
No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
4.34	5.4.5	Improve air quality through clean, efficient buses and seek further investment in zero emission buses. <ul style="list-style-type: none"> Review operation of the Ultra Low Emission Zone Continue to work with bus operators on funding bids to OLEV and DFT for funding to introduce clean bus technologies 	Apr 2020	Jun 2020	Assistant Director - City Transport	Bus operators, OLEV, DFT, TRL	Committee report on revised ULEZ (Jun 20)
			Apr 2020	Mar 2021			Successful bids for funding from DFT / OLEV / other sources
4.35	6.1.4	Explore feasibility and develop options for delivering a Car Free City Centre by 2023 and Clean Air Zone	Jan 2020	Nov 2020	Assistant Director - City Transport	Transport consultants, Councillors	Report to ETS Cttee (Nov 20)
4.36	6.1.4	Review Air Quality Management Area (AQMA) designations and develop new Air Quality Action Plan (AQAP)	Apr 2020	Jun 2020	Assistant Director - City Transport	Public and Environmental Health teams, Planning	Report to ETS Cttee (Jun 20)
4.37	5.4.6	Invest in the maintenance of the city's road and pavement network. <ul style="list-style-type: none"> Review and adopt revised Highways Asset Management Strategy 	Apr 2020	Mar 2021	Assistant Director - City Transport	Transport consultants, Councillors	Maintain Band 3 status and associated incentive funds

Directorate Objective 4: Sustainable City							
No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
4.38	5.4.7	Install hundreds of on street electric charging points and rapid charging hubs for taxis <ul style="list-style-type: none"> Continue to roll out of the EV charging point programme Bid to OLEV for further funding to expand the programme 	Apr 2020	Mar 2021	Assistant Director - City Transport	Taxi providers, DfT, OLEV, EVCP contractor	200 EV Charging Points operational (Apr 20) Rapid Taxi charging hubs operational (Aug 20) Successful bid for funding from OLEV / other sources
4.39	5.5.2	Work towards ending the use of pesticides such as glyphosate across the council and the city <ul style="list-style-type: none"> Trial use of manual weed removal techniques Evaluate effectiveness of manual techniques Report to Environment, Transport & Sustainability Committee on results 	Apr 2020	Mar 2024	Assistant Director - City Environmental Management		Evaluation of manual techniques completed Recommendations agreed by Environment, Transport & Sustainability Committee on way forward
4.40	5.5.3	Encourage tree planting and green corridors to support biodiversity	Apr 2020	Mar 2024	Assistant Director - City Environmental Management		Additional street tree planting complete Additional posts recruited to facilitate increased tree planting Planting proposals for large scale whip [small trees] planting agreed At least one large scale scheme to be implemented

Directorate Objective 4: Sustainable City							
No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
4.41	5.5.4	Maintain the quality of our beaches and work with partners on marine conservation	Apr 2020	Mar 2024	Assistant Director Culture Tourism & Sport	Cityclean, Southern Water.	Achieve Blue Flags
		<ul style="list-style-type: none"> Continue to secure blue flag status for the city's beaches Working with Greater Brighton and LEP partners to develop the project to restore KELP to our coastline 	Apr 2020	Mar 2024	Sustainability	The Living Coast Biosphere, Carbon Neutral 2030 Working Group, Sussex IFCA, Sussex Wildlife Trust, Adur & Worthing DC, Sussex Local Nature Partnership, Universities.	Byelaw process to become law Kelp regeneration monitoring Additional techniques (seeding / transplanting) if natural regeneration not successful
4.42	5.5.6	Support the bid for Brighton & Hove to become a Gold Sustainable Food City. <ul style="list-style-type: none"> Prepare planning advice note update in support of Gold Sustainable Food City 	Apr 2020	June 2020	Assistant Director - City Development & Regeneration (Head of Planning)	Food Partnership	Adopt revised Food Growing Planning Advice Note by June 20

Directorate Objective 4: Sustainable City							
No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
4.43	7.3	Deliver the Corporate Modernisation Programme - City Environment Modernisation	Apr 2020	Mar 2024	Assistant Director - City Environmental Management	Corporate Modernisation Board	Increased revenue Increased recycling rate Improved customer satisfaction
4.44	7.3	Deliver the Corporate Modernisation Programme - Parking Modernisation	Apr 2020	Mar 2022	Assistant Director - Transport (Business Development Manager)	Corporate Modernisation Board	<ul style="list-style-type: none"> • At least half of customers (new and renewing) apply for their parking permits online • 15% increase in online parking form uptake • 25% reduction in parking customer service centre footfall • At least 75% of parking staff say they have access to the equipment, systems and resources to do their job • 80% of customers say they can easily or very easily access parking services • All Traffic Regulation Orders are map-based and user feedback reflects that the system is fit for purpose • Fraud and Audit (parking permits) recommendations are met (Jun 22) • Review of parking enforcement is complete with a decision on procurement options (Mar 22)

Directorate Objective 5: Develop and engage with staff to deliver good quality services and change within the directorate and across council services							
No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
5.1	7.1	Develop the quality and impact of the Directorate's City and Council management and leadership	Apr 2020	Mar 2024	Executive Director - Economy Environment & Culture		<ul style="list-style-type: none"> • Reduce Directorate sickness rates and improved return to work interview rates • % Improvement in staff survey index • Results of Health & safety audits
5.2	7.2	Directorates to work proactively to understand, engage with and respond effectively to the city's diverse communities and its changing demographic	Apr 2020	Mar 2024	Executive Director - Economy Environment & Culture (Equalities Manager)	Equalities Team	Service level actions are completed to timetable and monitored through the relevant DEDG and CEDG

Directorate Objective 5: Develop and engage with staff to deliver good quality services and change within the directorate and across council services

No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
5.3	7.2	Directorate to actively support the corporate aim of diversifying the workforce at all levels, recruiting and retaining staff from all the city's communities.	Apr 2020	Mar 2024	Executive Director - Economy Environment & Culture (Equalities Manager)	Equalities Team	<ul style="list-style-type: none"> - Workforce profiles across all grades and contract types in line with corporate targets, - Service level actions are completed to timetable and monitored through the relevant DEDG and CEDG - Numbers of people recruited and percentage of those who are BME or disabled at application, interview and appointment stages as monitored by HR, - Number and percentage of leavers who are BME or disabled, - % of managers who recruit who have been trained - % improvement in positive responses to 2021 staff survey questions relating to fair and inclusive index

Directorate Objective 5: Develop and engage with staff to deliver good quality services and change within the directorate and across council services

No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
5.4	7.1	Defined accountability across the directorate to ensure timely and effective budget management including the delivery of spend to save proposals	Apr 2020	Mar 2024	Executive Director - Economy Environment & Culture		<ul style="list-style-type: none"> - Expenditure within agreed tolerance of demand-led/income dependent budget - Delivery of savings proposals - Summary of RAG ratings of corporate and directorate modernisation projects/programmes linked to the directorate
5.5	7.1	Directorate delivery of excellent customer services as per council's Customer Experience Strategy	Apr 2020	Mar 2024	Executive Director - Economy Environment & Culture		<ul style="list-style-type: none"> - Customer satisfaction and ease of access (survey) - Increase in number of compliments - Reduction in number of complaints received - Complaints response time - Reduced escalation of complaints - Improved self-assessment score on Vision monitoring

Directorate Objective 5: Develop and engage with staff to deliver good quality services and change within the directorate and across council services							
No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
5.6	7.1	Ensure each service in the directorate has an up to date and relevant Business Continuity Plan (BCP) in place	Apr 2020	Mar 2024	Executive Director - Economy Environment & Culture		<ul style="list-style-type: none"> - Good quality BCPs in place for all services - Reviewed annually or sooner if there have been service changes

Directorate Objective 5: Develop and engage with staff to deliver good quality services and change within the directorate and across council services

No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
5.7	7.1	Ensure compliance within the directorate with the General Data Protection Regulation and the Data Protection Act 2018	Apr 2020	Mar 2024	Executive Director - Economy Environment & Culture Assistant Director - Transport (Business Development Manager)		<ul style="list-style-type: none"> - All assets are assigned to an information asset owner; - All Internal Audits relating to data protection compliance in the service have judgements of at least 'Reasonable Assurance'; - All service redesign or system changes have answered the Data Privacy Impact Assessment triaging questions and completed an assessment if required; - All privacy notices reviewed and updated Mar 2021; - Information asset register completed and then reviewed quarterly – Mar 2021

Budget: April 2020 – March 2021 <i>(to be completed by Finance)</i>			
	Functional Area	Budget 2020/21	Savings
1	Transport	-2,825	3,877
2	City Environmental Management	32,211	265
3	City Development & Regeneration	3,125	155
4	Culture, Tourism & Sport	3,788	260
5	Property	1,547	447
	Total	37,846	5,004

Risk register as at 5 Mar 20						
Risk code	Corporate/ Directorate Plan Link	Risk title	Strategic or Directorate	Risk owner	Initial risk score	Revised risk score
EEC DR 01	Directorate Objective: 1	Digital capability not in place to meet customer expectations	Directorate	Executive Director - Economy Environment & Culture (EEC)	Red L5 x I4	Red L4 x I4
EEC DR 03	Directorate Objective: 3	Directorate income and budget targets are not met	Directorate	Executive Director - EEC	Red L4 x I4	Amber L3 x I4
EEC DR 12	Directorate Objective: 12	Failing to make a convincing case for investment in city region	Directorate	Assistant Director – City Development & Regeneration	Amber L3 x I4	Amber L3 x I3
EEC DR 13	Directorate Objective: 13	Insufficient co-ordination of major regeneration and infrastructure projects resulting in congestion and negative impacts on city residents	Directorate	Assistant Director – City Development & Regeneration	Amber L4 x I3	Amber L3 x I3
EEC DR 14	Directorate Objective: 14	Insufficient assurance that the spend and key risks on major regeneration and infrastructure projects are correctly managed, monitored and reported	Directorate	Assistant Director – City Development & Regeneration	Red L4 x I4	Amber L4 x I3
EEC DR 15	Directorate Objective: 15	Insecurity of funding from Arts Council for organisations in the city affect the City's cultural offer	Directorate	Arts & Culture Programme Director	Amber L3 x I4	Amber L3 x I3
EEC DR 16	Directorate Objective: 16	Not ensuring appropriate levels of practice and acceptance of health and safety arrangements in EEC directorate and services	Directorate	Executive Director - EEC	Red L5 x I4	Red L4 x I4
SR23	Corporate Plan Priority 1	Unable to develop and deliver an effective Regeneration and Investment Strategy for the Seafront and ensure effective maintenance of the seafront infrastructure	Strategic	Executive Director - EEC	Amber L3 x I4	Amber L3 x I3