

EEC Directorate Plan 2021/24

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| Directorate: | Economy, Environment & Culture | | |
| Responsible Officer: | Nick Hibberd | Last Updated: | 11 May 2021 |
| Signed off by: | Chief Executive | Date: | May 2021 |
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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 2021 – March 2024 | |
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| 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 2021/24

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 2021/24 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 Facilities 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 | Implement the 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 infrastructure delivery plan by 1 June 21 • CIL Governance in place – 1 June 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) | | New Homes projects delivered with Modern Methods of Construction used |

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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 (Lead City Regeneration Programme Manager) | HNC | The Estate Regeneration Team to be restructured and expanded by May 2021 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 April 2021 Completion June 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 – April 2021 |

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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 2022 | Assistant Director - City Development & Regeneration (Head of Planning) | | - Implement collaborative working to manage better – joint meeting set up quarterly to manage |

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| 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 | May 2023 | 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 |

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| 1.8 | 1.5 | <p>Ensure a positive planning service which ensures the quality of new homes and places, focusing on sustainability, placemaking, design quality and proper accommodation standards.</p> <ul style="list-style-type: none"> Prepare an Urban Design Framework, in consultation with local designers, ecologists, architects, planning agents, businesses and residents. | Apr 2020 | Mar 2022 | Assistant Director - City Development & Regeneration (Head of Planning) | | <ul style="list-style-type: none"> - Adopt the Urban Design Framework June 21 - Reduce refusal rate to 16% - Reduce appeal overturn rate to 30% - Increase take up of pre-app advice - Adopt Transport Guidance to support Planning Service – Dec 21 |

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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. Schools and universities. Corporate Modernisation Board | <ul style="list-style-type: none"> • Successful Transfer of Hollingbury Golf Course to new leaseholder. • Successful extension of lease for Freedom Leisure. • Successful production of Sports Facilities Investment Plan |
| 1.10 | GGP | Consult with the community to create a memorial for those in the city lost to Covid – for example an arboretum | Apr 2021 | Mar 2024 | Executive Director Economy Environment & Culture | Residents | Memorial erected Measures to follow |

| Directorate Objective 2: City Working for all | | | | | | | |
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| 2.1 | 2.1.1 2.1.10 2.1.3 | <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 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 2020 | Dec 2021 | Assistant Director - City Development & Regeneration (Economic Development Programme Manager) | Policy Team Brighton Chamber Brighton & Hove Economic Partnership Good Business Club | - Promote the Brighton & Hove Living Wage (an additional 80 sign ups by Mar 22) - Establish a CWB Member Working Group March 2021 - - Develop an Action Plan for the Programme December 2021 |

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| 2.2 | 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 |
| 2.3 | 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 | Mar 2022 | 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 21 |
| 2.4 | 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 Programme to deliver the Framework | Apr 2020 | Mar 2022 | Assistant Director - City Development & Regeneration (Economic Development Programme Manager) | Businesses and Sector Groups | - CE Member Working Group Established Mar 2021 - Join BLUEPRINT Interreg Project April 2021 |

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| 2.5 | 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 • Develop our international, inward investment and trade capacity to attract global expertise and investment in these key sectors. | Apr 2020 | Mar 2022 | Assistant Director - City Development & Regeneration (Economic Development Programme Manager) | <p>Greater Brighton Economic Board & Officer Group</p> <p>C2CLEP</p> <p>DiT</p> | <p>Facilitate the implementation of the Regional Innovation Ecosystem Workstream resulting in a report to GBEB in October 2021</p> <p>Secure sign off of the Inward Investment Desk roll out by Oct 21</p> |
| 2.6 | 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> | - Facilitate delivery of the Pipeline of projects as set out in the Energy and Water Plans. |

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| 2.7 | 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 | - Deliver the Research & Innovation Fibre Ring (Dec 2021) - Facilitate the roll out of FTTP starting February 2021 - |
| 2.8 | 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) (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 B&IPC Project | Allocate the £2.8m grant fund to business Dec 22 Renewal of the City Centre BID Jun 21 |

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| | | | | | | Manager BHCC Libraries | |

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| 2.9 | Also links to 2.3.1 | <p>Implement a ten-year cross-party Arts and Creative Industries Plan for the city to enable those within the sector to plan ahead.</p> <ul style="list-style-type: none"> Invest in a programme of sustainable business for the arts and creative sectors. Support live music venues to enable their sustainability Deliver the Recovery Plan for Culture Promote the uptake of BHCC community grants to the Arts sector. An agreed strategic approach between BHCC & Arts Council England (ACE) | April 2021 | Sep 2022 Dec 2022 | Assistant Director Culture Tourism & Sport (Arts Development Manager) | Arts & Creative Industries Commission | Increased collaboration between local creative freelancers and SME's leading to growth and sustainability of their businesses. |

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| 2.10 | 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 Planning application likely to be delayed until Autumn 2021 further work needs to be done on understanding the existing building challenges |
| 2.11 | 2.3.2 | 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. <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 | Deliver the Pipeline of projects as set out in the Energy and Water Plans. Secure funds for the inward investment desk Oct 21 Build and maintain a project pipeline Apr 21 and ongoing |

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| 2.12 | Also links to 2.3.2 | <ul style="list-style-type: none"> • Deliver the Greater Brighton One Public Estate Programme working with public sector partners to make better use of combined public sector estate to: <ol style="list-style-type: none"> 1. Support economic growth – unlocking land and surplus sites for new housing and jobs 2. Support service improvement and transformation – delivering more integrated, customer-focused public services for local communities with property as an enabler 3. Generate efficiencies – including capital receipts, reduced running costs and income | Apr 2020 | Mar 2024 | Assistant Director Property & Design (Greater Brighton One Public Estate Programme Manager) | <p>Public sector partners (local authorities, health, blue lights, further and higher education)</p> <p>Central OPE Team (Cabinet Office, LGA and MHCLG)</p> <p>GBEB</p> | <p>Funded 13 OPE/LRF projects to date completed within project specific milestones, as agreed with funder and delivery bodies</p> <p>New OPE/LRF opportunities identified and bids for funding submitted/awarded to help explore/unlock complex and/or otherwise stalled developments.</p> <p>Effective partnership working arrangements and engaged partners, including through 6 weekly Public Sector Property Group meetings and bi-monthly Housing & Growth Sites Working Group meetings. Key GBEB and corporate priorities embedded in programme and project delivery, through</p> |

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| | | | | | | | collaborative working with accountable lead officers and delivery bodies, including in relation to: sustainability; social value and community wealth building, and; housing supply and quick/modern methods of construction. |

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| 2.13 | 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 2024 | Assistant Director - City Development & Regeneration (Economic Development Programme Manager) | Better Brighton University of Sussex University of Brighton C2CLEP | <p>Facilitate the implementation of the Regional Innovation Ecosystem Workstream resulting in a report to GBEB in October 2021</p> <p>Work with GBEB partners to identify and resource new business and innovation space in the city region</p> |
| 2.14 | 2.5.1 | Protect the uniqueness of Brighton & Hove with our independent shops, cafés, bars and our distinctive arts & cultural offer (2.5.2) | Apr 2020 | Mar 2024 | Assistant Director Culture Tourism & Sport (Head of Sports and Leisure, Arts Development Manager) | Seafront Estates Surveyor, Seafront Tenants | <p>Work with the Arts and Creative industries commission to develop a Covid-19 recovery plan for the arts culture and creative industries sectors</p> <p>Refocus the work of VisitBrighton around supporting the Covid-19 recovery of the visitor economy</p> |

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| | | <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"> • | | | | <p>City Stakeholders/ BHCC Stakeholders/ VisitBrighton</p> | - |

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| | | Identify the synergies between the VES and the cultural recovery planning and create a clearly defined narrative on how we brand ourselves as a city to visitors and residents. | | | | Arts & Creative Industries Commission. | cultural recovery planning - Greater Brighton initiatives /bids made to support investment & delivery of the Creative Coast ambitions. |
| 2.15 | 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 (Head of Tourism and Venues) | City Stakeholders/ BHCC Stakeholders/ VisitBrighton | - Refocus the work of VisitBrighton around supporting the Covid-19 recovery of the visitor economy |

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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 |
| 2.16 | 2.5.3 | <p>Seek investment to improve the accessibility of our seafront and beaches and invest in seafront infrastructure</p> <ul style="list-style-type: none"> Explore options for delivery of the beach accessibility project Progress the Kingsway Improvement Plan Secure planning consent for the Black Rock regeneration project | <p>Apr 2020</p> <p>Jan 2021</p> <p>Apr 2020</p> <p>Jan 2021</p> | <p>Dec 2020</p> <p>Mar 2024</p> <p>Apr 2021</p> <p>Mar 2024</p> | <p>Assistant Director Culture Tourism & Sport (Head of Sport and Lesure)</p> <p>Assistant Director - City Development & Regeneration</p> | <p>Coastal Defence, Transport, Highways, Cityclean, Planning, Beach Access Team</p> <p>Cityparks, Planning, West Hove Seafront Action Group.</p> | <p>Identify improvement priorities.</p> <p>Implement phased improvement plan</p> <p>Design improvement plan.</p> <p>Implement phased improvement plan</p> |
| 2.17 | 2.5.4 | <p>Continue to work to raise money to restore our heritage including the Madeira Terraces</p> <ul style="list-style-type: none"> Explore all options for public and private investment to restore the Madeira Terraces. Maintain and monitor the buildings at risk register Complete Corn Exchange Refurbishment Develop the RPW Phase 2 bid | <p>Apr 2020</p> | <p>Mar 2024</p> | <p>Assistant Director - City Development & Regeneration (Lead City Regeneration Programme Manager)</p> | <p>Member Project Boards</p> <p>Project partners</p> | <p>Complete Masterplan for Eastern Seafront Dec 2021</p> <p>Complete Corn Exchange refurbishment Dec 2021</p> |

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| 2.18 | 1.1.8 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 (Head of Tourism and Venues) | <p>City Stakeholders/ BHCC Stakeholders/</p> <p>VisitBrighton</p> | <p>- Exploration of a Seafront Bid with Stakeholders.</p> <p>-</p> <p>Test the appetite for the introduction of a tourist discount card.</p> |

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| 2.19 | NEW | Through close working with the new Trust, support 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 (Contracts and Business Manager) | Community groups Royal Pavilion and Museums Trust | <p>Delivery of on line programmes to engage audiences.</p> <p>Delivery of exhibition programmes for sites when reopen</p> <p>Work with the Royal Pavilions & Museums Trust on the submission of the Phase 2 bid to NHLF to restore the garden as part of the reawakening 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 Annual Service Plan</p> |

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| 2.20 | 7.3 | Deliver the Corporate Modernisation Programme - Workstyles 4 | Apr 20 | See individual projects | Assistant Director Property & Design (| Corporate Modernisation Board NHS Trust For Developing Communities Planning For Real Design: South East South Downs National Park | <ul style="list-style-type: none"> • Moulsecomb Community Hub completed (by Apr 24) • Former Portslade 6th Form Site refurbished for social workers (Mar 22) • Business Case for modernising Hollingdean Depot office space (Oct 21) • WEP Consultation & Engagement project (Jun 21) • P&D IT System Upgrade (May 22) • COVID Recovery: Essential Office Users (ongoing) • COVID Recovery: Barts House Outline Business case (Jan 22) |

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| 2.21 | 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 21</p> <p>Implement Planning Agents Forum Action Plan within agreed timelines, once PAF starts to meet again (dependent on lockdown)</p> <p>Review and start implementing Enforcement modernisation programme from September 2021</p> <ul style="list-style-type: none"> Implement Building Control Business Plan from June 21 (but dependent on contents of Building Control White Paper) |

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| 2.22 | 7.3 | Deliver the Directorate Modernisation Programme - Street Lighting | Apr 2020 | Mar 2022 | Assistant Director - Transport (Business Development Manager) | Investment loan companies & Public Works Loan Boards | Construction completed (Mar 22) KPIs: Savings achieve repayment model of loan Reductions in carbon and energy |

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| 2.23 | 7.3 | Deliver the Directorate Modernisation Programme - Stanmer Park Masterplan | Apr 2020 | Mar 2022 | Assistant Director - City Environmental Management | SDNPA / Historic England / Plumpton College / Stanmer Stakeholders | Five year grant funded Woodland Management Plan (WMP) agreed March 22 NLHF/CF capital works complete April 21 Activity plan complete March 22 Estate Management Strategy Adopted March 22 |

| Directorate Objective 3: Growing and Learning City | | | | | | | |
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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 |
| 3.1 | 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 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 Promote the uptake of BHCC community grants to the Arts sector. An agreed strategic approach between BHCC & Arts Council England (ACE) Minimise single use plastics at events | Apr 2020 | Mar 2024 | Assistant Director Culture Tourism & Sport | Transport, Safety Advisory Group. | - Implement Outdoor Events Charter |
| | | | Dec 2020 | Mar 2024 | | Arts & Creative Industries Commission | - Implement Outdoor Events Strategy Dec 21 |
| | | | Apr 2020 | Mar 2024 | | ACE | - Produce annual report to committee |
| | | | | | Arts Team | - Promote the uptake of ACE funding to promote resilience | |
| | | | | | Public Health, Freedom Leisure, Sports providers. | - Increase in community arts grant applications relating to Cultural Framework priorities | |
| | | | | | | - Implement Sports Facilities Modernisation Programme | |
| | | | | | | - Qualitative feedback from events organisers on measures taken to reduce single use plastics. | |

| Directorate Objective 3: Growing and Learning City | | | | | | | |
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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 associated highway capital infrastructure to improve accessibility and engage with key stakeholders to ensure inclusive design • Ensure delivery of accessible buildings and places through planning and building control | Apr 2021 | Mar 2022 | Assistant Director - City Transport | | <ul style="list-style-type: none"> - Delivery of LTP capital programme on time and to budget Mar 22 - Positive outcomes of accessibility audits and reviews - Regular meetings of Active and Inclusive Travel Forum - - secure level and/or disabled access to all new buildings accessible to the public |
| 3.3 | Also links to 3.4.1 | Review access to our services in all parts of the City – Customer Service Centres, Covid19 impact | Jun 2020 | Mar 2022 | Assistant Director - City Development & Regeneration (Head of Planning) | BHCC internal stakeholders and customers | New arrangements to Corporate CSCs measure tbc |

| Directorate Objective 3: Growing and Learning City | | | | | | | |
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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 |
| 3.4 | NEW | Facilitating the engagement of children and young people with museums and heritage through the provision of programmes supporting formal and informal learning and involvement in displays and exhibitions. | Apr 2020 | Apr 2024 | Assistant Director Culture Tourism & Sport | RPMT, Jubilee Library and 12 community or educational organisations | <ul style="list-style-type: none"> - Deliver online programmes and activities for children and young people - Family visitor numbers - 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 | <p>Completion of all contractual documentation to finalise the transfer. RPM systems and processes successfully transferred over, enabling to operation to continue without disruption.</p> <p>Successful delivery of the</p> |

| Directorate Objective 3: Growing and Learning City | | | | | | | |
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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 |
| | | | | | | Conservation team | first Annual Service Plan. |

| Directorate Objective 3: Growing and Learning City | | | | | | | |
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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 2021</p> <p>Apr 2021</p> | Mar 2022 | 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> |
| 3.7 | | Re-procure the Environmental Education Contract | April 2021 | Sept 2021 | Assistant Director Property & Design | FCL and schools | New Environmental Contract in place for start of new school year 2021/2022 |

| Directorate Objective 4: Sustainable City | | | | | | | |
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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 |
| 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 – Dec 21 Advice to all Neighbourhood fora/Parish councils in response to requests Commence review of City Plan Part 1 March 21 |
| 4.2 | 5.2.5 | Oppose fracking on council land | Apr 2020 | Mar 2024 | Assistant Director Property & Design | | Ongoing Member approval for policy – Mar 22 |
| 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 2022 | Assistant Director Property & Design | FCL | Feasibility completed to identify suitable premises. Timeframe to client timescale. |

| Directorate Objective 4: Sustainable City | | | | | | | |
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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 |
| 4.4 | | Build opportunities for increased plurality of ownership into physical regeneration and investment programmes | Apr 2020 | Mar 2024 | Assistant Director Property & Design | Internal & external stakeholders | Regeneration & investment opportunities identified & secured to support local businesses & diverse ownership models |
| 4.5 | | Assess the potential for increased food growing on council owned farmland in accordance with emerging City Downland Estate Plan | Apr 2020 | Mar 2024 | Assistant Director Property & Design | Savills Tenant farmers Food Partnership Downland Advisory Panel /AMB | Review completed with agents as part of CDEP implementation plan Increased food production opportunities identified & secured |
| 4.6 | 2.1.2 | 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 | Support the Delivery of RPMT's environmental sustainability action plan Delivery of public programmes supporting understanding and skills |

| Directorate Objective 4: Sustainable City | | | | | | | |
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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 |
| 4.7 | 5.1.1 5.1.2 | 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 March 21 |
| 4.8 | 5.5.1 | Consult and approve the City Downland Estate Plan (CDEP) Develop a 10 year action plan for our City Downland Estate Plan | Apr 2020 | Mar 2024 | Assistant Director Property & Design (Estates Manager) | AMB Savills SDNPA Tenant farmers External stakeholders Internal | CEDP completed and approved at Committee. CEDP ratified by SDNPA Planning 4Real virtual sessions Nov 2020 to June 2021. Consultation report published summer 2021 |

| Directorate Objective 4: Sustainable City | | | | | | | |
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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 |
| | | <ul style="list-style-type: none"> Set up Downland Advisory Panel | August 2021 | | | stake holders AMB, Savills, SDNPA, Tenant farmers, External stakeholders | Membership and TOR agreed, meetings commenced, to be approved at May 2021 P&R |
| | | Work with local farmers on council owned land to ensure it is managed for wildlife, supports sustainable grazing and increases chalk grass land areas | Jan 2022 | | | Savills, tenant farmers , Downland Advisory Panel AMB | SMART measures developed as part of the CDEP implementation plan |

| Directorate Objective 4: Sustainable City | | | | | | | |
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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 |
| 4.9 | 5.1.3 | Involve young people so we meet the expectations of the next generation <ul style="list-style-type: none"> Work with FCL, external partners and stakeholders 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 Various city stakeholders Carbon Neutral 2030 Member Working Group and Officer Group Youth Strike for Climate and other stakeholders | Schools Heads and Leaders conference held Spring term 2021 Support property in embedding climate change into new schools environmental educational programme Support youth climate programme linked to the Climate Assembly |
| 4.10 | 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) | Soenecs University of Brighton University of Sussex | - CE Member Working Group Established Mar 2021 - Join BLUEPRINT Interreg Project April 2021 |

| Directorate Objective 4: Sustainable City | | | | | | | |
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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 |
| 4.11 | 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> |
| 4.12 | 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 2022 | Assistant Director - City Development & Regeneration | | <p>Design spec updated for new homes</p> <p>Pilot project complete</p> |

| Directorate Objective 4: Sustainable City | | | | | | | |
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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 |
| 4.13 | Also links to 5.1.6 | <p>Where possible we will recycle building materials.</p> <ul style="list-style-type: none"> Through our housing and school building projects and maintenance programmes <p>The new planned maintenance frameworks jointly procured with ESCC are now live. Providers have KPIs for continuous improvement across a number of areas and must reduce all unnecessary waste, reuse and recycle whenever possible. This is to be monitored across the four years of the framework. Not applicable to the Asbestos removal Lot.</p> | Apr 2020 | Mar 2024 | Assistant Director Property & Design / (Architecture & Design Manager) (Building Surveying & Maintenance) | Constructors | Increased recycling rates through our capital and maintenance programmes For the planned maintenance frameworks there is a KPI to measure waste diverted from landfill. Target of 90% in year ending March 2022 increasing to 95% for subsequent 3 years. |
| 4.14 | 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 |

| Directorate Objective 4: Sustainable City | | | | | | | |
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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 |
| 4.15 | 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 Dec 2021 |

| Directorate Objective 4: Sustainable City | | | | | | | |
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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 |
| 4.16 | 5.1.10 | <p>Reduce CO2 emissions from council owned properties and vehicles, with an energy efficiency audit of all council buildings.</p> <ul style="list-style-type: none"> • Undertake programme of audits for council buildings • Consultant appointed to deliver initial six feasibility studies across various sites subject to safe access under COVID restrictions. • Subject to performance, roll-out programme of audits across 20-30 highest consuming sites. • Deliver Fleet Strategy | Apr 2020 | Mar 2024 | Assistant Director Property & Design | Building managers | <p>Energy audits undertaken to top consuming buildings in the portfolio , providing a pipeline of energy efficiency projects to be delivered between 2021-2024. Reductions in Carbon Emissions tracked in Annual CO2 footprint report.</p> <ul style="list-style-type: none"> • The audits will done when safe to do under Covid and to be prioritised by Nov 2021. • The pipeline of projects will fall out of the prioritised audits and will be on-going. <p>Fleet Strategy adopted by Committee Mar 2021</p> |

| Directorate Objective 4: Sustainable City | | | | | | | |
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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 |
| | | | | | Assistant Director - City Environmental Management | | |
| 4.17 | 5.1.11 5.1.12 | 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 to achieve the aims in Carbon Neutral 2030 Plan Solar pv programme of works phase 1 (5.1.12) Scoping works for phase 2 underway Develop business case and seek approvals for development of a solar farm bid for consultancy funding submitted for 2021/22 | May 2020 | Mar 2024 | Assistant Director Property & Design | Building managers | Self-financing energy efficiency projects completed Pipeline of suitable projects prepared for potential new funding Establish solar farm - Mar 2024 |
| 4.18 | 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 | | Report to committee on income to invest in parks autumn 2021 Implementation Plan for Allotments Strategy by Dec 2021 |

| Directorate Objective 4: Sustainable City | | | | | | | |
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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 |
| 4.19 | 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 | | £3m playground refurb programme implemented by March 24 |

| Directorate Objective 4: Sustainable City | | | | | | | |
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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 |
| 4.20 | 5.2.3 5.5.5 | Invest in the biodiversity of our parks, green networks, development sites and urban fringe. Deliver the Biosphere Management Strategy 2020-25 • | Apr 2020 | Mar 2024 | Assistant Director - City Environmental Management Assistant Director - City Development & Regeneration (International & Sustainability Programme Manager) and (Head of Planning) | Biosphere Delivery Board | - Submit Round 2 'Changing Chalk' bid to HLF by April 2021 - Update the Nature Conservation and Development SPD Apr 21 to Apr 22 - Wilding Waterhall Plan's developed and implemented by March 2024 |
| 4.21 | 5.2.4 | Continue to restore the city's seafront • Deliver the Flood and Coastal Erosion Risk Management (FCERM) scheme recommended within the Brighton Marina to River Adur Coast Protection Strategy • • | Apr 2020 | Mar 2024 | Assistant Director - City Transport | DfT | - Detailed design contract for FCERM in place (Jun 21) - Planning statement for FCERM complete, ready for planning application (Mar 22) - |

| Directorate Objective 4: Sustainable City | | | | | | | |
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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 |
| | | <ul style="list-style-type: none"> Develop the Seafront Structures Asset Management Plan | Apr 2020 | Dec 2021 | | | - Construction of Phase 4 complete (Dec 23) |

| Directorate Objective 4: Sustainable City | | | | | | | |
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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 |
| 4.22 | 5.2.6 | Protect properties from surface water flooding by installing sustainable urban drainage schemes <ul style="list-style-type: none"> Continue to participate in TAP Deliver SCAPE SUDs scheme. Assist with delivery of Wild Park SuDS Project | Apr 2020 | Mar 2022 | Assistant Director - City Transport | | <ul style="list-style-type: none"> Feasibility studies for surface water flood alleviation schemes produced (Oct 21) Surface Water Management Plan agreed (Mar 22) Local Flood Risk Management Strategy adopted (Mar 22) |
| 4.23 | 5.2.7 GGP | Tackle graffiti and tagging <ul style="list-style-type: none"> Deliver Graffiti Reduction Strategy and Action Plan Install new mobile CCTV cameras Deliver a programme of events for the Keep Britain Tidy #GBSpringclean between Friday 28th May and Sunday 13th June | Apr 2020 | Mar 2024 | Assistant Director - City Environmental Management | Sussex Police | Action Plan refresh March 2022 |

| Directorate Objective 4: Sustainable City | | | | | | | |
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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 |
| 4.24 | 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 |
| 4.25 | 5.3.2 GGP | Work with the waste partnership to review the disposal of waste to enable the increase of more materials for recycling such as a wider range of plastics, foil and food waste | Apr 2020 | Mar 2024 | Assistant Director - City Environmental Management | Veolia East Sussex County Council | Processing changes implemented at the Materials Recovery Facility Increased recycling rate Update report to committee December 2021 |
| 4.26 | 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 Mar 2024 Increased recycling rate Update Report to committee Summer 2021 |
| 4.27 | GGP | Increase the number of events aimed to clean up the city e.g. graffiti removal, picking up litter, tidying up parks, weeding | Apr 2020 | Mar 2024 | Assistant Director - City Environmental Management | Residents Businesses | Number of events Number of volunteers |
| 4.28 | GGP | Review and restructure collection rounds to enable food waste collections and to facilitate increased recycling | Apr 2020 | Mar 2024 | Assistant Director - City Environmental Management | Veolia East Sussex County Council | Restructures complete and implemented |

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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 |
| 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 | Dec 21 | Assistant Director Property & Design (Facilities & Building Services Manager) | - | Installation of first six water fountains have been delayed due to transmission risks and dependent on Covid restrictions being lifted the risks will need to be reviewed and if agreed by PH could be installed by Dec 2021 |
| 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 (LCWIP) Develop a new Transport Strategy for the city Review the bike share scheme and implement new operating model that includes incentivising the scheme for young people Develop business case for the provision of over 100 covered cycle racks Deliver Active Travel Fund | Apr 2020 | Mar 2022 | Assistant Director - City Transport | Local residents and businesses developers, Planning, Bikeshare scheme operator | <ul style="list-style-type: none"> LCWIP Plan agreed by ETS Cttee (Nov 21) Transport Vision agreed by Cttee (Sep 21) New Bikeshare operating model in place (Jan 22) E-bike deployment (Mar 22) Business case to Cttee (Nov 21) Pilot cycle rack scheme delivered (Mar 22) Temporary ATF measures agreed at ETS Cttee (Jun 21) |

| Directorate Objective 4: Sustainable City | | | | | | | |
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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 |
| | | measures to support longer-term recovery from Covid-19 and encourage active forms of transport <ul style="list-style-type: none"> • Deliver School Streets Programme Secure and deliver investment in transport infrastructure from developers | Apr 2020 | Mar 2024 | | | Proposed ATF measures implemented (Mar 22) Six school streets projects delivered annually (Mar 22) |

| Directorate Objective 4: Sustainable City | | | | | | | |
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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 |
| 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 2024 | 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 (Mar 22)</p> <p>Delivery of new RTI contract (Mar 23)</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 • | Apr 2020 | Sep 2021 | Assistant Director - City Transport | Bus operators, Quality Bus Partnership | <p>Review of supported bus contracts and procurement Sep 2021</p> <p>Approval to reprocur at 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 2022 | Assistant Director - City Transport | Bus operators, Quality Bus Partnership, Transport for the South East | Scheme extended across Greater Brighton |

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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 |
| 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 | Nov 2020 | Assistant Director - City Transport | Bus operators, OLEV, DfT, TRL | Committee report on revised ULEZ (Nov 20) |
| | | | Apr 2020 | Mar 2024 | | | Successful bids for funding from DfT / OLEV / other sources |
| 4.35 | 6.1.4 | Develop options for delivering a Liveable City Centre and by 2023, alongside an expanded Ultra-Low Emission Zone | Jan 2020 | Mar 2022 | Assistant Director - City Transport | Transport consultants, Councillors | Strategic Outline Business Case developed and agreed by ETS Cttee (Nov 21) |
| 4.36 | 6.1.4 | Develop an Air Quality Action Plan (AQAP) for newly designated Air Quality Management Areas (AQMA) | Nov 2020 | Nov 2021 | Assistant Director - City Transport | Public and Environmental Health teams, Planning | Approval of AQAP at ETS Cttee (Nov 21) |
| 4.37 | 5.4.6 | Invest in the maintenance of the city's road and pavement network. <ul style="list-style-type: none"> Review service contracts to ensure best value and a focus on reducing carbon | Apr 2020 | Sep 2022 | Assistant Director - City Transport | Transport consultants, Councillors | Maintain Band 3 status and associated incentive funds - New highway maintenance service contracts in place (Sep 22) |

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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 |
| 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 2022 | Assistant Director - City Transport | Taxi providers, DfT, OLEV, EVCP contractor | 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 Progress update report to ETS - Mar 2022 |
| 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 large scale whip [small trees] completed Mar 2024 |

| Directorate Objective 4: Sustainable City | | | | | | | |
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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 |
| 4.41 | 5.5.4 | <p>Maintain the quality of our beaches and work with partners on marine conservation</p> <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 | Assistant Director Culture Tourism & Sport | Cityclean, Southern Water. | Achieve Blue Flags |
| | | | 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 |

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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 |
| 4.42 | 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 New service strategy implemented by March 2022 |
| 4.43 | 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 |

EEC Directorate Plan: April 2021 to March 2024

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| | | | | | | | a decision on procurement options (Mar 22) |
| 4.44 | 5.2 | Rewilding Waterhall | Apr 2020 | Mar 2024 | Assistant Director - City Environmental Management (Head of Operations, City Parks) | Sussex Wildlife Trust Sussex University, School of Life Sciences The Millennium Seed Bank, Wakehurst The Friends of Waterhall Property Services | Decision on clubhouse building (Mar 2021) Seeking agricultural grant from DEFRA – application (May 2021) Preparing the site for grazing (May 2022) |
| 4.45 | GGP | Work with local partners, communities and landowners to plant bee- and pollinator-friendly flowers and native trees to reduce air pollution and flooding, and capture carbon emissions | Apr 2020 | Mar 2024 | Assistant Director – City Environmental Management (Head of Operations, City Parks) | Plant your Postcode [CPRE] Stanmer Wildflower Volunteers | Facilitate the production of wildflowers in the newly constructed wildflower production area in Stanmer Park, with plants being available from March 22 Relaunch the councils tree donation scheme August 21 Appoint tree planting staff to support volunteers and facilitate tree donations December 21 |
| 4.46 | 5.5.6 | Work with Brighton and Hove Food Partnership to implement action plan linked to Gold Sustainable Food City award. | Apr 2021 | Mar 2024 | Assistant Director - City Development & | Brighton and Hove Food Partnership | <ul style="list-style-type: none"> Gold Sustainable Food City action plan on track. |

EEC Directorate Plan: April 2021 to March 2024

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| | | | | | Regeneration (Economic Development Programme Manager) | | <ul style="list-style-type: none">• Food growing planning advice: number of major application sites with elements of food growing included – target tbc |
|--|--|--|--|--|---|--|---|

| Directorate Objective 5: Develop and engage with staff to deliver good quality services and change within the directorate and across council services | | | | | | | |
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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 |
| 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 (Business Development Manager) | All staff | <ul style="list-style-type: none"> - All EEC staff completed the mandatory GDPR training (annually) - Asset registers updated and reviewed by IAOs, including clear lawful bases (quarterly) - All services have up-to-date privacy policies in place (Sep 21) - Data Protection Impact Assessments (DPIAs) to be carried out for all new systems, services, products or processes involving personal information (ongoing) - All Internal Audits relating to data protection compliance in the service have judgements of at least 'Reasonable Assurance' - Service, Division and Directorate retention schedules to be developed and adhered to (Jun 21) |

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 |
|----|---------------------|--------------------|------------|----------|--|--|---|
| | | | | | Director - Economy Environment & Culture (Business Development Manager) | | Services hold a record of all data sharing activity and have up-to-date data sharing agreements in place for existing and new contracts/partnerships (Dec 21) |

| Directorate Objective 5: Develop and engage with staff to deliver good quality services and change within the directorate and across council services | | | | | | | |
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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 |
| 5.8 | 7.1 | Ensure each Service in the Directorate has an up to date and relevant Health & Safety Risk Profile Action Plan in place | Apr 2021 | Mar 2024 | Director – Economy, Environment & Culture | | Good quality Health & Safety Risk Profile Action Plan in place for all services, reviewed annually or sooner if there have been service changes, a significant incident or changes to national risk priorities |

| Budget: April 2021 – March 2022 (to be completed by Finance) | | | |
|---|---------------------------------|----------------------------|------------------|
| | Functional Area | Budget 2020/21 £'000 | Savings £'000 |
| 1 | Transport | -4,241 | 1,782 |
| 2 | City Environmental Management | 34,460 | 155 |
| 3 | City Development & Regeneration | 3,410 | 168 |
| 4 | Culture, Tourism & Sport | 4,182 | 92 |
| 5 | Property | 2,603 | 346 |
| | Total | 40,414 | 2,543 |

| Risk register as at January 2021 | | | | | | |
|----------------------------------|----------------------------------|---|--------------------------|--|--------------------|--------------------|
| Risk code | Corporate/ Directorate Plan Link | Risk title | Strategic or Directorate | Risk owner | Initial risk score | Revised risk score |
| 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 |
| SR36 | Corporate Plan Priority 5 | Not taking all actions required to address climate and ecological change and making our city carbon neutral by 2030 | Strategic | Executive Director - EEC | Red L5 x I4 | Red L4 x I4 |
| EEC DR 01 | Directorate Objective: 1 | Digital capability not in place to meet customer expectations Covid-19 – EEC 10 Insufficient access to ICT services whilst working from home | 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 Covid-19 – EEC 43 Failure to appropriately plan for and react to the financial impact on EEC budgets as the exact period for financial impact is not known Covid-19 – EEC 7 Key recruitment doesn't take place and/or inappropriate numbers of or too much reliance upon agency staff. For some services there is less demand from customers due to Covid-19 Covid-19 – EEC 9 Insufficient Resources No budget identified for extra cleaning costs Covid-19 – EEC 19 Loss of income to the directorate e.g. Commercial waste collection and enforcement activity | Directorate | Executive Director - EEC | Red L4 x I4 | Red L4 x I4 |

EEC Directorate Plan: April 2021 to March 2024

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| EEC DR 12 | Directorate Objective: 12 | <p>Failing to make a convincing case for investment in city region</p> <p>Failing to make a convincing case for investment in city region</p> <p>Covid-19 - EEC 43 Failure to appropriately plan for and react to the financial impact on EEC budgets as the exact period for financial impact is not known</p> <p>Covid-19 – EEC 20</p> <p>Street Cleansing</p> <p>Covid-19 – EEC 33 Shop closures</p> <p>Covid-19 - EEC 34 Failure to exploit the opportunities for positive change arising from the Pandemic Phase</p> <p>Covid-19 – EEC 35 Failure to re-open closed services in a managed way (eg Royal Pavilion & Museums, Sports Centres, Brighton Centre)</p> <p>Covid-19 – EEC 36 Econ Dev - Business closures</p> <p>Covid-19 – EEC 27</p> <p>Reduced visitor numbers and footfall in the city centre</p> | Directorate | Assistant Director – City Development & Regeneration | Amber L3 x I4 | Amber L3 x I3 |
| EEC DR 13 | Directorate Objective: 13 | <p>Insufficient co-ordination of major regeneration and infrastructure projects resulting in congestion and negative impacts on city residents</p> <p>Covid-19 - EEC 24 No Transport recovery plan to address congestion in the city once lockdown arrangements are lifted</p> | Directorate | Assistant Director – City Development & Regeneration | Amber L4 x I3 | Amber L3 x I3 |
| EEC DR 14 | Directorate Objective: 14 | <p>Insufficient assurance that the spend and key risks on major regeneration and infrastructure projects are correctly managed, monitored and reported</p> <p>Covid-19 - EEC 30 Transport Policy & Strategy: Staff shortages (delays on numerous projects and delivery of works supervision)</p> | Directorate | Assistant Director – City Development & Regeneration | Red L4 x I4 | Amber L3 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 Directorate Plan: April 2021 to March 2024

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|-----------|---------------------------|--|-------------|--------------------------|-------------|---------------|
| | | <p>Covid-19 – EEC 21 Uncertainty amongst the public on whether events and performances will go ahead.</p> <p>Covid-19 – EEC 22 Effect of Covid-19 on the viability of event organisers and their supply chains for future events in Brighton & Hove</p> | | | | |
| EEC DR 16 | Directorate Objective: 16 | <p>Not ensuring appropriate levels of practice and acceptance of health and safety arrangements in EEC directorate and services</p> <p>Not ensuring appropriate levels of practice and acceptance of health and safety arrangements in EEC directorate and services</p> <p>Covid-19 - EEC 42 Failure to manage public spaces safely in response to Government guidance and balance needs of businesses in the city to ensure public and visitor access</p> <p>Covid-19 - EEC 11 Property maintenance for our corporate and operational buildings in not undertaken due to suppliers being closed down or lack of inhouse capacity</p> <p>Covid-19 – EEC 45 Failure to open operational buildings in a managed way</p> <p>Covid-19 – EEC 1 Cleaning regimes to continue with enhanced specification to ensure staff are safe and secure</p> | Directorate | Executive Director - EEC | Red L5 x I4 | Amber L3 x I4 |
| EEC | | <p>Covid-19 - EEC 5 Staff training and development is not undertaken</p> | | Executive Director – EEC | | |
| EEC | | <p>Covid-19 - EEC 6 Workforce equalities and fair and inclusion policies not implemented</p> | | Executive Director – EEC | | |

EEC Directorate Plan: April 2021 to March 2024

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| EEC | | Covid-19 - EEC 12 Clear messages needed to ensure consistency that keep pace with the latest requirements (to all stakeholders) | | Executive Director – EEC | | |
| EEC | | Covid-19 – EEC 13 Lack of staff to undertake Refuse collection communal and kerbside; Risk 14 re collection from flats/bin stores; and Risk 15 – Veiola arrangements | | Executive Director – EEC | | |
| EEC | | Covid-19 – EEC 24, 25, 26, 28, 20, 31, 39, 39, 50 and 41 relate to Transport Service and Teams | | Executive Director – EEC | | |