

A better Brighton & Hove for all



Council plan 2023 to 2027
Brighton & Hove City Council



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Foreword

Our vision for a better Brighton & Hove for all

My love for the city runs through me like a stick of Brighton rock.

It's fabulous and flamboyant, bold and beautiful. As a community we dare to be different; we value diversity and challenge discrimination.

Whether you were born here like me, or came here by choice or circumstance, we all deserve to live in a city that we can be proud of – where everyone is included and has the opportunity to grow and thrive.

We know that there's inequality and injustice throughout the city and hardship felt by many of our residents. And a great desire to see essential every-day services restored and revitalised.

It's knowing what people want and need that drives me. I am determined that this council will deliver the services the city deserves and will alleviate hardship. We are close to our residents, visitors and businesses. We actively listen and respond to their needs.

As a resident I've experienced first-hand how vital the council, its partners across health, education and economy and our incredible community and voluntary sector organisations are to the life of the city.

Global challenges are having a big local impact. Every day we see an increasing need for care and support, a cost-of-living crisis causing hardship for our residents and businesses, while public sector budgets continue to be under strain.

So, it's more important than ever before that we work together with our staff and residents and with communities and local organisations to deliver action.

We are not just words. This is our plan setting out the real things we will do to create a better Brighton & Hove that can deliver real change and decent public services from the seafront and city centre, up to the suburbs and the South Downs.

Whether you live, work, study or just visit, our vision is that Brighton & Hove can be:

- A city to be proud of – we will champion a flourishing economy and a sustainable, safe and clean environment
- A fair and inclusive city – with homes for all, we will work to reduce inequality, challenge discrimination, improve accessibility and keep people safe
- A city where people can thrive – we will secure a better future for children and young people and enable people to live healthy and fulfilling lives
- A city of responsive and well-run council services – we will put the needs of our residents, businesses and visitors at the heart of what we do and enable our hard-working staff to do their best

While I don't underestimate the challenges the city and the council faces, I promise we will work hard, and I know we can meet them together and unlock our potential.



Councillor Bella Sankey
Leader Brighton & Hove City Council

Introduction

Delivering the council's vision

Our residents and elected leadership have given us a clear steer on their vision and priorities. Above all, they have told us what they want to see changed to make this city a better Brighton & Hove for all.

Change is not always easy. There are many big challenges facing the city, from the climate emergency to the cost-of-living crisis, increasing inflation and inequality. More people need our public services than ever before.

We are determined to face up to these challenges, working actively with local people, our vibrant voluntary sector, local businesses, the NHS, schools, colleges, universities, emergency services and others.

I can see from my time here already that Brighton & Hove is a dynamic city with a wealth of talent, creativity and ambition.

Our plan sets a direction of travel for the council. Real change takes time and if we want to see a positive impact, we need to take an integrated approach across the council and strengthen relationships throughout the city and beyond.

Change can start from within, and we will continue to transform the way we do things and drive improvement across our services.

We will modernise and make use of data, new technology and digital innovation to bring us closer to and better serve our communities.

At the heart of this council, and delivering the plan for 2023 to 2027 are our hard-working staff. We will keep Our People Promise to our staff. As one of the largest employers in the region we will enable them to do their jobs well and work to recruit and retain the very best talent for council services.

I know that by building on the strengths of this organisation, the opportunities and partnerships within the city, the leadership and management of services and the ongoing dedication of our staff, we will achieve great things for Brighton & Hove.

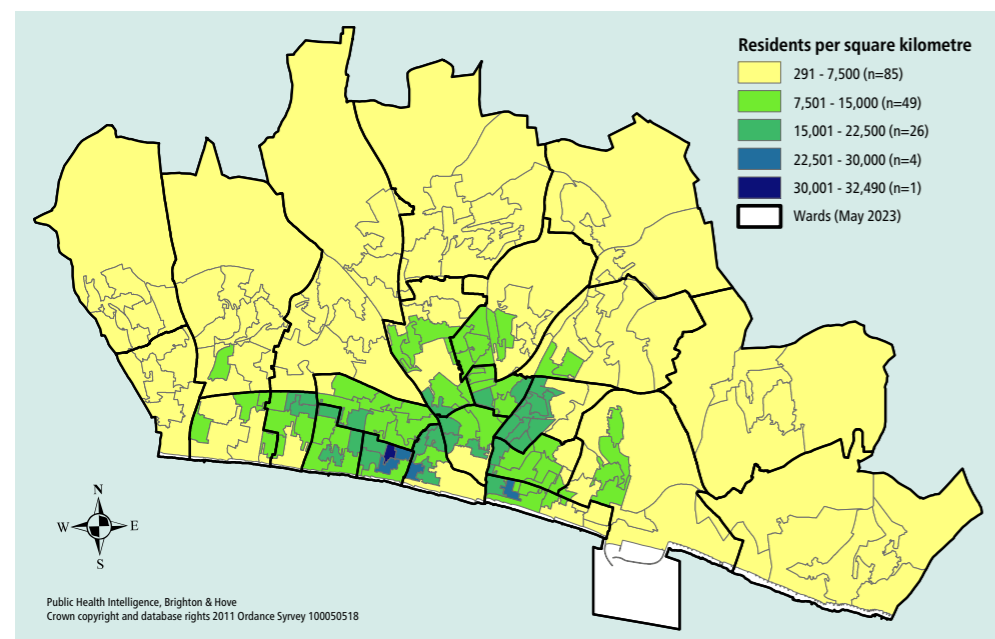


Will Tuckley
Interim Chief Executive

Our city

To deliver the best for Brighton & Hove we need to understand who lives in the city and plan for the changing needs of a diverse population.

Brighton & Hove resident density



Over a third of older people live alone



13,875 residents aged 66+ (38%) live alone. Significantly higher than the South East (30%) and England (31%).

Brighton & Hove has seven neighbourhoods in the 1% most densely populated areas in England

(2021 Census)

Deprivation

131st most deprived local authority in England (of 317)

(2019 Index of Multiple Deprivation)

The highest concentration of deprivation is in the Whitehawk, Moulsecoomb and Hollingdean areas. Along the coast, to the west of the city and in Woodingdean there are also pockets of deprivation. All these areas are in the 20% most deprived areas in England.



18.7% of residents aged 60 or over are living in income deprivation (England 14.2%) (2021 Census)

1 in 4 children in the city are living in poverty AFTER housing costs (England 1 in 3)

Population

276,300 residents

(2021 Office for National Statistics mid-year population estimates)

15% under 16 years

(19% South East, 19% England)

72% 16 to 66 years

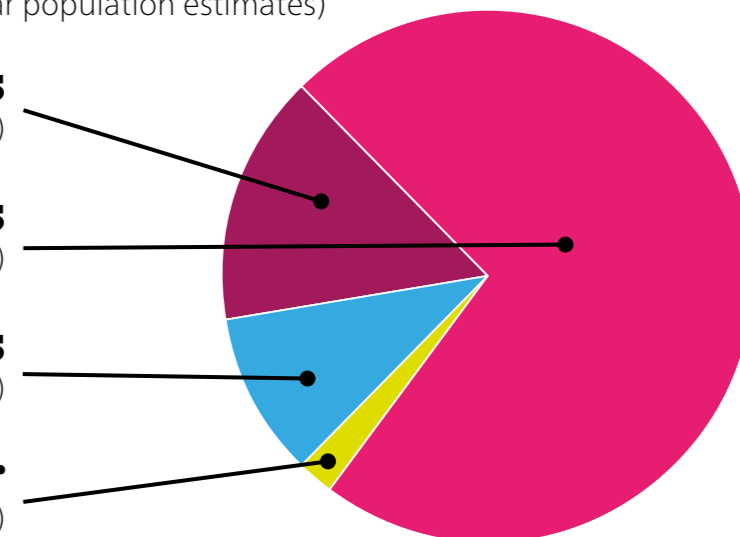
(64% South East, 65% England)

10% 67-84 years

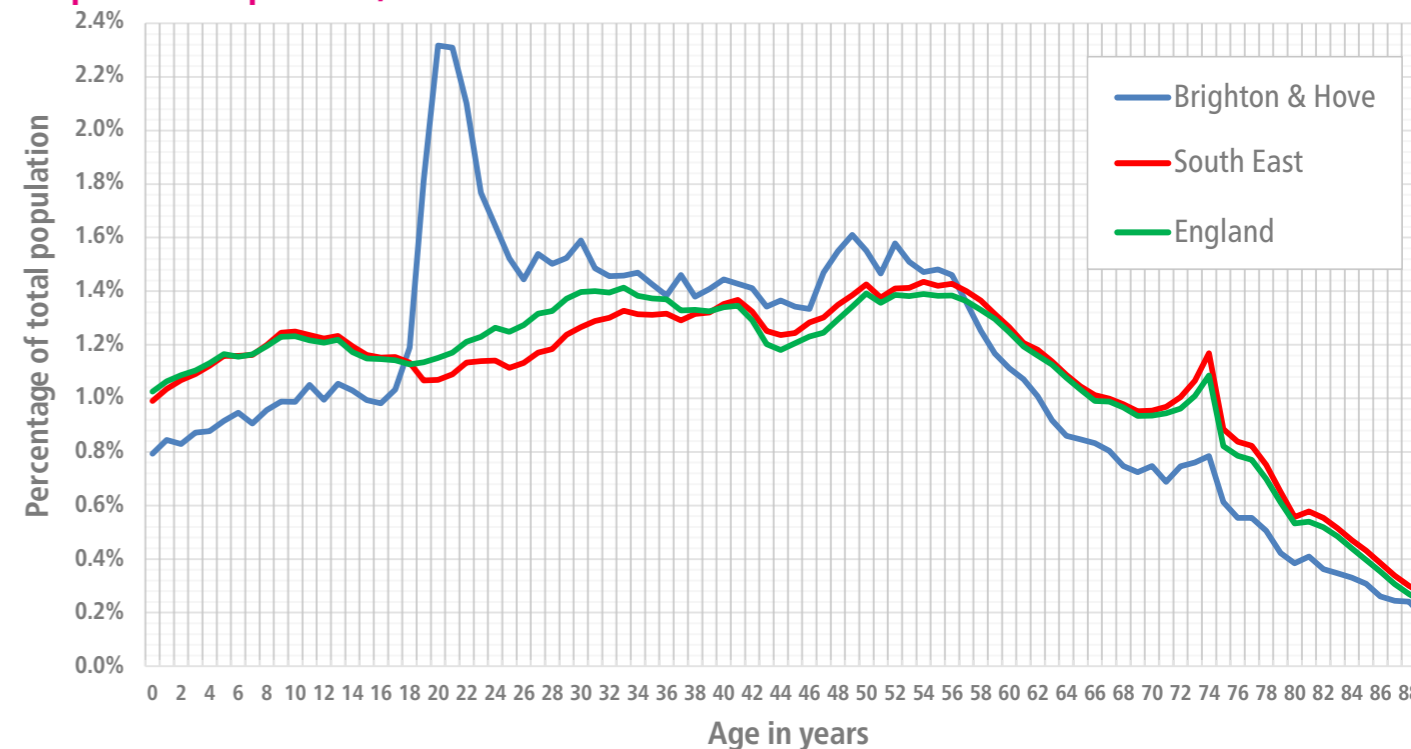
(16% South East, 15% England)

2% 85 years or older

(3% South East, 2% England)



Population profile, June 2021



Ethnicity

More than a quarter of our residents (26%) are Black and Racially Minoritised

(non White UK/British)

South East (21%) England (27%)

While the overall population of the city has increased by 1%, the number of Black and Racially Minoritised residents has increased by 35% since the last Census.



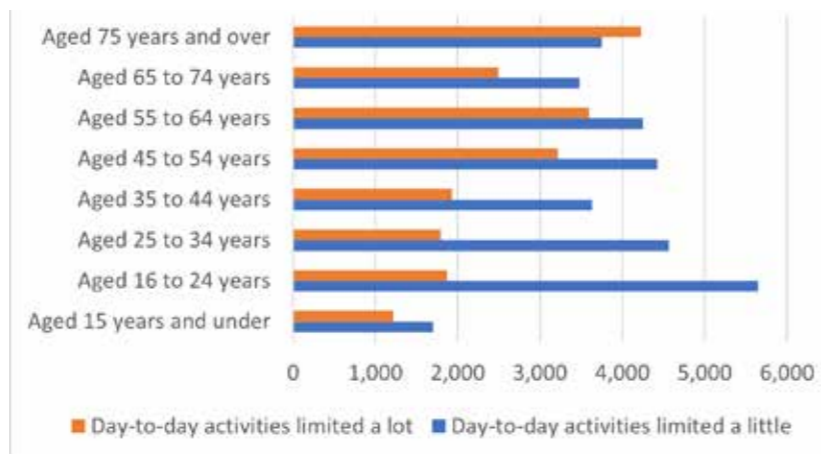
Disability



19% of people in Brighton & Hove are disabled

(South East 16%, England 17%)
(2021 Census)

Disability by age



This chart shows the age breakdown of those who say their activities are limited a little or a lot due to a physical or mental health condition or illness in Brighton & Hove.

Unpaid care

1 in 12 residents provide unpaid care

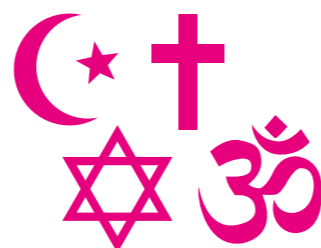
(1 in 12 South East, 1 in 11 England)



Religion

45% of residents say they have a religion

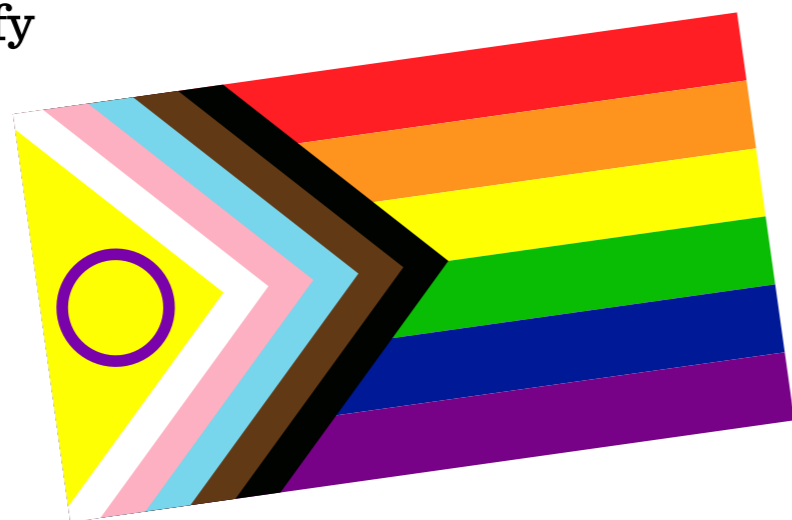
(South East 60%, England 63%)



LGBTQ+

1 in 10 adults (16+) identify as Lesbian, Gay, Bisexual or Other

1 in 100 adults (16+) identify as a gender different from their sex registered at birth



Residents born outside of the UK

20% of residents were born outside of the UK

(South East 16% England 17%).

45% of international migrants living in Brighton & Hove were born in the EU

(South East 38% and England 36%).

108 languages are spoken in schools including BSL (2023 school census)

30% of children in schools identify as other than White British



Children and young people in care

82 in every 10,000 children and young people (0-17 years old) are in care

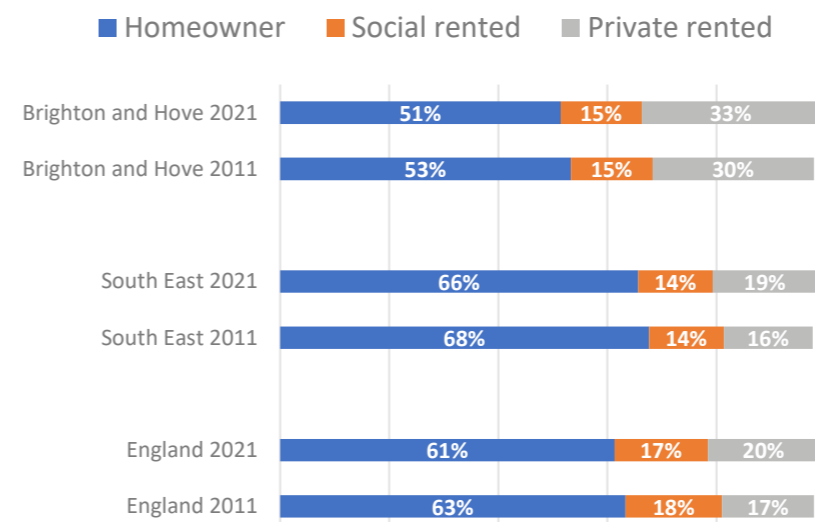
(31 March 2022)

(South East 56, England 70)



Earnings and tenure

From 2011 to 2021, there has been reduction in homeownership in Brighton & Hove and an increase in private renters



Those on the lowest 25% of earnings need 12 times their earnings to afford the lowest 25% of house prices (2022)



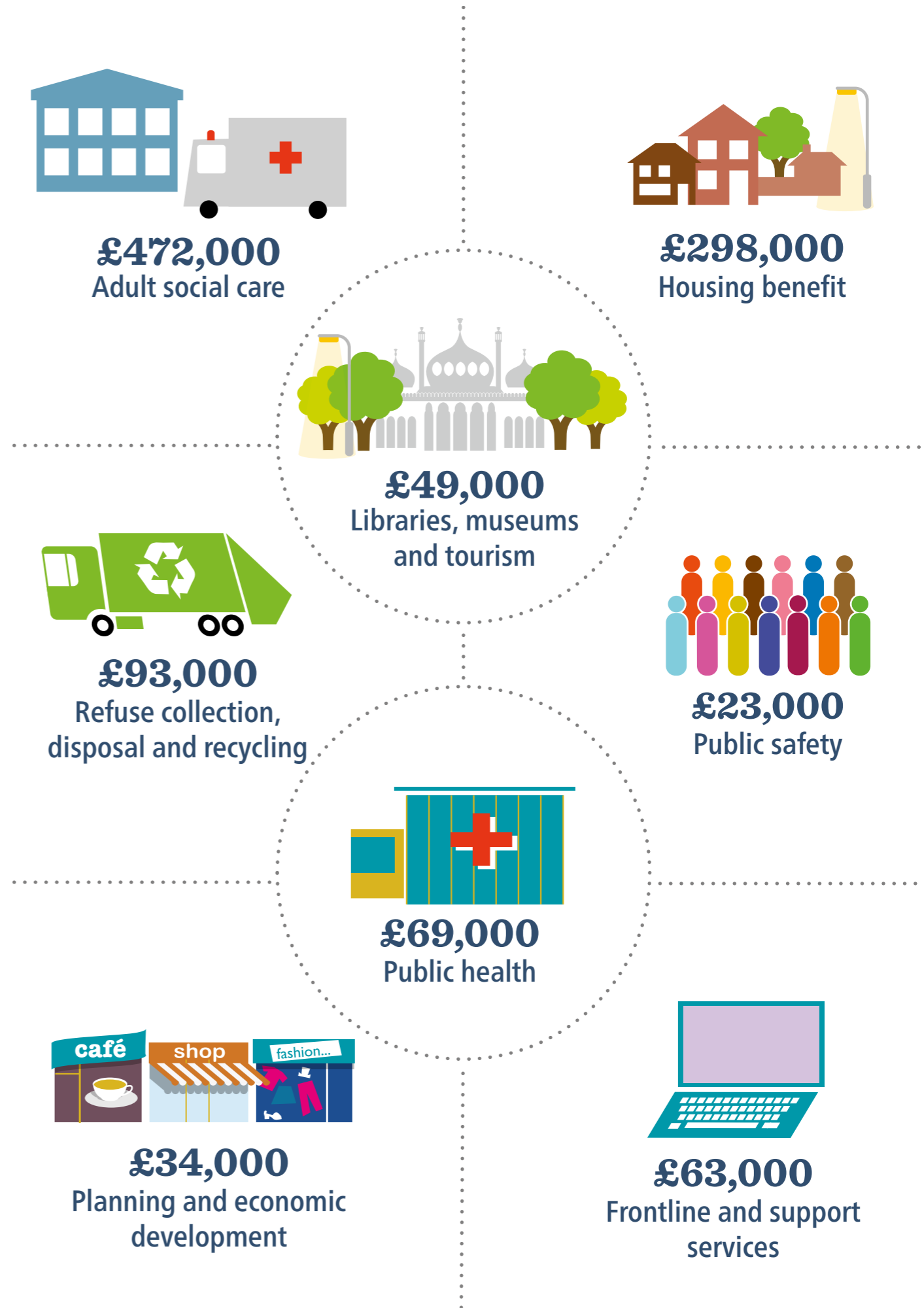
Our services and our budget

Council staff deliver hundreds of different services for residents, businesses and visitors.

We conduct weddings, look after the seafront and downland and maintain the city's parks and green spaces. Services we must provide by law include education services, children's safeguarding, children's and adult social care, waste collection, planning and housing services, road maintenance, and library services.

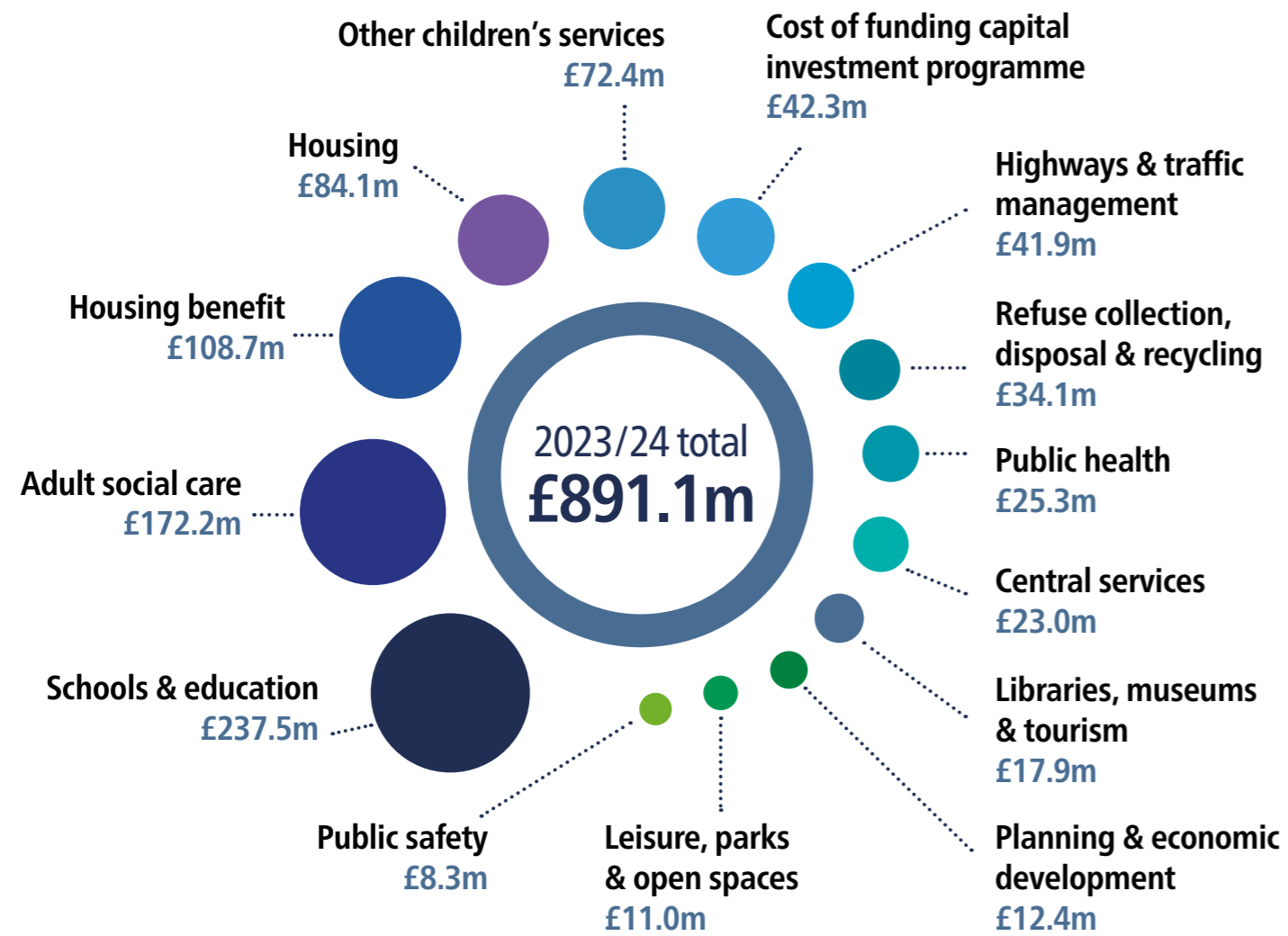
In 2023 to 2024 we will spend over £891 million delivering services for the city. It costs £2.44 million a day to run council services. We are committed to spending this money efficiently.

Our daily spend



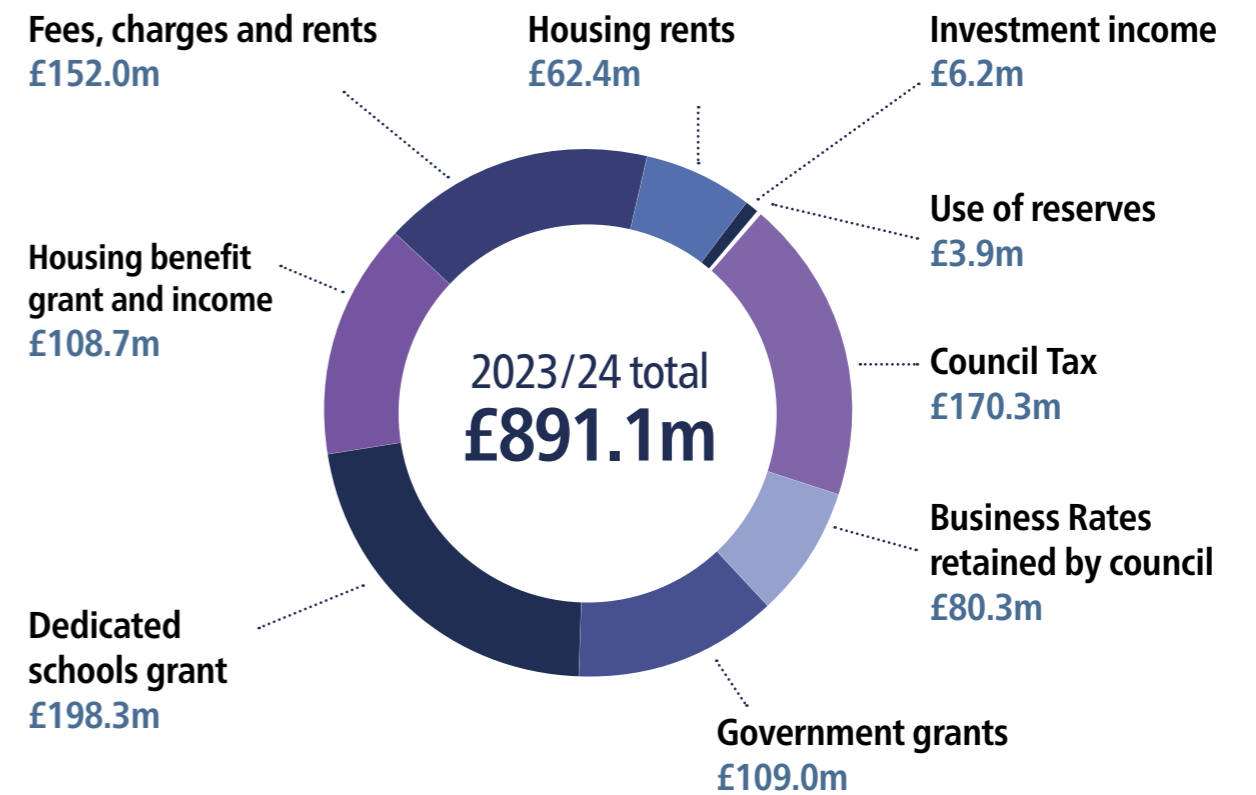
Services provided

Cost of council services in 2023 to 2024



Where the money comes from

Council income in 2023 to 2024



Our vision and priorities

Our vision is for Brighton & Hove to be a city to be proud of, a healthy, fair and inclusive city where everyone thrives.

To deliver our vision we will work to be a responsive council with well-run services. We will focus on four outcomes over the next four years. For each of these, we say what we will do and how we will measure progress. Detailed delivery plans are set out in the council's directorate plans.

1. A city to be proud of

- i. Investing in our city
- ii. An accessible, clean, and sustainable city

2. A fair and inclusive city

- i. An inclusive and more equitable city
- ii. A city where people feel safe, included and welcome
- iii. Homes for everyone

3. A healthy city where people thrive

- i. A better future for children and young people
- ii. Living and ageing well

4. A responsive council with well-run services



Outcome 1: A city to be proud of

Investing in our city

Our goal is to develop a flourishing and inclusive local economy that attracts and nurtures businesses and talent

Why this is important

Brighton & Hove is recognised for the strength of its small businesses, and is a hub of creativity, innovation and enterprise. These factors, combined with the quality of life in the city, creates a vibrant and resilient local economy.

An inclusive economy promotes equality of opportunity and shared prosperity in the city. We aim to increase productivity and economic growth. Supporting local businesses, growing talent and reducing barriers and disparities will make it easier for everyone to do well.

We want to build a stronger and more united city, where everyone feels included, working together for a thriving and prosperous city.

What we will do

1. Develop Brighton & Hove as a place where people want to live, work and learn

- Through the City Plan, our planning service will make sure that new homes for everyone are good quality and sustainable. We will make sure that spaces and places are designed to support and strengthen all our different communities.
- Deliver improvements to leisure facilities across the city for health and wellbeing through the Sports Facilities Investment Plan
- Improve and maintain our green and open spaces
- Protect and manage Brighton & Hove's unique coastal environment and invest in the seafront
- Use our UNESCO Biosphere designation to support the city to thrive

2. Grow a diverse and sustainable city economy

- Work in partnership to deliver a low carbon, circular economy, and create more jobs

- Attract funds from outside the city and invest in projects to regenerate our city as fast as possible
- Support and grow small and medium-sized enterprises and start-ups through our Economic Strategy
- Transform public spaces to make them attractive places to gather for work, play and relaxation

3. Promote and protect what makes Brighton & Hove unique

- Market and invest in the city as a distinctive location to visit and host major events
- Celebrate and support our creative entrepreneurs and artistic spirit
- Build people's pride in Brighton & Hove and their sense of shared purpose in making it a better place
- Conserve and develop our unique culture and heritage

4. Develop talent and enable lifelong learning

- Increase use of our libraries and improve facilities and library users' experience
- Help more people to access and make best use of technology through our Digital Inclusion Strategy

How we will measure progress

- % of major and non-major development applications decided within the agreed timeframes
- % of people in the city who are employed
- % change in the number of jobs based in the city
- Number of visitors to Brighton & Hove
- Number of attendances at council-owned indoor sports facilities

An accessible, clean, and sustainable city

Our goal is to deliver an accessible, clean and sustainable environment that we can all be proud of

Why this is important

An accessible, clean, and sustainable environment promotes pride in place, enhances quality of life, improves health and wellbeing, and preserves our natural resources for future generations.

We want to ensure that everyone, from all areas of the city, can get around with a safe, accessible, and sustainable transport network.

We will promote responsible use of resources to tackle the climate and biodiversity emergency and foster a strong and vibrant city.

What we will do

1. Keep our city clean and manage waste

- Focus on minimising waste
- Provide reliable refuse and recycling services
- Ensure our streets, public spaces and facilities are well-maintained, clean and attractive
- Improve air quality

2. Work towards carbon net zero

- Reduce carbon emissions
- Reduce climate risk by adapting to climate change
- Ensure that all decisions made by the council take into account the climate and biodiversity crises
- Provide a safer, more accessible and attractive environment that enables people to walk, wheel and cycle more
- Invest in and expand the city's electric vehicle charging network

3. Protect and enhance the city's natural environment

- Conserve and manage habitats and spaces where plants and animals can thrive, and biodiversity is restored
- Increase biodiversity, tackle water pollution and work towards carbon neutrality through the implementation of the City Downland Estate Plan

4. Make it easier for people to move around the city

- Have a clear plan to address the city's transport needs and challenges
- Continue investing in maintaining and upgrading our highways network

How we will measure progress

- Kg of residual waste per household
- % of municipal waste landfilled
- % of household waste sent for reuse, recycling and composting
- Missed kerbside refuse and recycling collections reported
- % of streets inspected which are found to have widespread or heavy levels of litter
- Nitrogen Dioxide levels in Brighton & Hove at various locations
- Greenhouse gas emissions in the city
- % of principal and non-principal roads requiring structural maintenance
- % of bus services running on time

Outcome 2: A fair and inclusive city

An inclusive and fairer city

Our goal is for Brighton & Hove to be inclusive, accessible and fair – a place where everyone can thrive

Why this is important

Everyone should feel included and valued. We want to remove barriers that exclude people from services and prevent them from succeeding because of their identity, background or circumstances.

Diverse residents' views, experiences and needs should be central to the decisions we make and the services we provide. Listening to and working alongside people will help us to improve access to and the inclusiveness of services that will help people flourish and feel proud that they belong to Brighton & Hove.

The council will embed equality, diversity and inclusion in its mindset, policies, and practices. We are committed to becoming an anti-racist city. Designing and providing anti-racist, inclusive and accessible services for all should be our standard. All our services must recognise the multiple barriers many individuals face.

Through collaboration with residents, communities and voluntary organisations, we will use our combined assets to make sure no one is left behind. We will invest in the community and voluntary sector to support and empower the most vulnerable and make them stronger.

We aim to be a welcoming city where everyone can thrive, including those seeking sanctuary.

What we will do

1. Engagement and collaboration

- Publish a community engagement framework setting out what communities can expect from us when we talk to and work with them
- Develop a council wide approach to digital engagement and consultation – enabling a more agile approach to listening and responding
- Launch a Festival of Ideas – working directly with communities to hear their ideas to improve the city

- Refresh and improve how we work with residents, voluntary and community groups, public and private sector organisations as our partners in building a city we can all be proud of
- Collaborate across the wider region, building partnerships to drive change for the benefit of everyone in the city

2. Fight discrimination and embrace diversity

- Secure our re-accreditation as a City of Sanctuary
- Deliver the Anti-Racism Strategy
- Deliver the Accessible City Strategy
- Agree a new Gender Equality Strategy
- Support our LGBTQ+ spaces in the city

3. Work to reduce inequality

- Develop and deliver a Cost-of-Living Action Plan
- Develop and deliver a new four-year investment prospectus for the community and voluntary sector
- Tackle food poverty and food insecurity for all, including looking at the emergency food needs of Black and Racially Minoritised communities, refugees and asylum seeker communities

How we will measure progress

- Customer satisfaction and ease of access for customers with protected characteristics
- Diversity of our workforce in line with the city's profile and staff experience of working for the council
- Deliverables from our fair and inclusive action plans which include specific actions at organisation and at service level
- The average Attainment 8 score for disadvantaged children in state-funded schools at the end of Key Stage 4
- City of Sanctuary re-accreditation

A city where people feel safe, included and welcome

Our goal is to keep people safe and to create a city that is welcoming for all

Why this is important

There is no place in our city for fear of crime, violence, or abuse. We will seek to ensure that Brighton & Hove is a place where everyone feels safe.

By tackling crime and antisocial behaviour, we aim to foster a sense of security across the city. We recognise that not all public spaces are accessible and welcoming for everyone.

We want people to feel they belong, and we are committed to building a welcoming city where safety and inclusivity are the norm.

What we will do

1. Tackle crime and antisocial behaviour

- Deliver the Community Safety Strategy
- Encourage reporting of crime and direct resources to the areas most affected
- Develop a multi-agency combatting drugs strategy to address supply, demand and recovery services

2. Create safe public spaces that are accessible for all

- Tackle violence against women and girls
- Ensure a robust approach to licensing applications and refresh the licensing policy
- Increase public confidence in local businesses by supporting them with regulatory compliance
- Involve residents, businesses and community organisations in the design of safe public spaces and neighbourhoods in the city

How we will measure progress

- % of licensing applications dealt with within statutory time frames
- % of people feeling safe after leaving refuge
- Number of businesses signed up to safeguarding initiatives such as safe spaces and 'Ask for Angela'



Homes for everyone

Our goal is to deliver accessible, affordable and high-quality homes for all residents of Brighton & Hove

Why this is important

Access to decent quality, affordable housing is fundamental. It is key to people's wellbeing. A place to live should be a basic human right.

Housing supply in our city is limited and housing is expensive. We need to ensure that best use is made of our land and properties because we don't have enough homes for all those who want to live here.

We know that some people who grew up here leave because they can't afford to rent or buy in the city. Standards in some private rented homes are unacceptably low and more people than ever are at risk of homelessness.

It is important for us to understand what life is really like for the people we support, and identify and address the complex barriers faced by our diverse communities.

What we will do

1. Improve housing quality

- Improve the condition of houses in multiple occupation and enforce minimum energy standards in the private rented sector
- Complete consultation on selective and additional private sector licensing and if appropriate implement selective licensing
- Invest in building and fire safety to meet new duties under the Building Safety Act
- Ensure the council complies with anticipated new social housing regulations
- Complete post pandemic recovery including reducing backlog of housing repairs and the number of empty properties
- Improve the energy performance of council homes through our capital works programme
- Improve the sustainability of our housing stock

2. Increase housing supply

- Work with partners to ensure that there are new homes that meet the needs of residents
- Increase the number of new affordable homes delivered by the council and other registered providers
- Buy back council homes lost through the right to buy
- Review the housing allocations policy
- Develop a new housing strategy
- Explore options to reduce short-term lets

3. Improve housing support for residents

- Optimise the local benefits and social value of our inhouse repairs and maintenance service
- Reduce the number of households in temporary accommodation
- Increase our effectiveness in preventing homelessness
- Deliver an improved homelessness service

How we will measure progress

- % of new homes delivered against the number of homes required
- % of routine housing repairs completed on time
- Energy efficiency rating of local authority owned homes
- % of the council's homes that meet the government's Decent Homes Standard
- Proportion of homelessness prevention cases closed with suitable accommodation being secured for at least six months
- Number of households in Temporary Accommodation
- % of HMOs where all special conditions have been met



Outcome 3: A healthy city where people thrive A better future for children and young people

Our goal is to keep children safe, for no child, young person or family to be left behind and to provide high quality, inclusive and accessible services

Why this is important

The foundations of lifelong physical and mental health are laid down in childhood. We know there are disadvantaged children, young people, and families in our city. We will make sure they can reach high quality, inclusive and accessible services.

We want to make sure that all children and young people in the city get the right help at the right time. We will focus on preventative work to help families to be safe and stable.

We will provide services jointly with valued partners so that children and families can live happy, safe, healthy, and positive lives.



What we will do

1. Keep children and young children safe and ensure no child or family is left behind

- Maintain a focus on the city's most disadvantaged families and ensure services are joined up by improving and developing the Fairer Brighton & Hove Disadvantage Strategy Framework
- Deliver a strong and improving social work and family help service that effectively safeguards children and is anti-racist and anti-discriminatory
- Recruit more foster carers and deliver our Corporate Parenting Strategy

2. Develop our prevention and family support work

- Further develop inclusive and accessible Family Hubs to provide the right support at the right time to families
- Improve the mental and physical health and wellbeing of children and young people through the Healthy Child Programme, the schools' wellbeing service, mental health support teams and the extended adolescent service
- Create more opportunities whereby the voices of all children, young people and families can be heard and can influence and improve the services that support them
- Make sure all young people have places to go to get high quality youth service support to help their social development and give them the best chance at a good life

3. Support the provision of high quality and inclusive education from early years through to adult learning

- Deliver the following strategies for children and young people at risk of educational disadvantage:
 - Early Years Strategic Action Plan
 - Special Educational Needs and Disability Strategy
 - Strategy for Tackling Educational Disadvantage
 - Anti-Racist Education Strategy
- Further develop a citywide environmental education programme.
- Find ways to address the challenges schools are facing with falling pupil numbers
- Continue investment in our education buildings



4. Work with partners to deliver ambitious employment, training and apprenticeship opportunities

- Support the delivery of the City Employment and Skills Plan
- Increase the take-up of apprenticeships and pre-employment opportunities
- Collaborate with education institutions and businesses to plan for future skills needs

How we will measure progress

- Number of children in care
- Number of individuals supported by Family Hubs
- % of schools and early years council nurseries that are judged good or outstanding by Ofsted
- Number of 16 and 17-year-olds who are not in education, employment or training (NEET) or whose NEET status is not known



Living and ageing well

Our goal is to promote and improve health and wellbeing, to reduce health inequalities and to support people to live independent and fulfilling lives

Why this is important

Everyone should be able to live a healthy, happy, and fulfilling life, but inequality can affect people's health.

People in the most disadvantaged parts of Brighton & Hove spend more than twelve years longer in poor health than people from the least disadvantaged areas. We need to narrow this unfair gap.

The council spends a significant proportion of its budget caring for the most vulnerable. With an ageing population with complex needs, more people need health and social care services than ever before. So, there is more pressure on budgets. We must find a way to maximise the resources we have.

To achieve this, we will work collaboratively with other statutory, community and voluntary sector organisations to deliver the services that are needed.

What we will do

1. Enable people to live healthy, happy and fulfilling lives

- Ensure that council strategies, policies and services promote better health and wellbeing for all and reduce unfair differences between the most and least healthy
- Work with local partners to develop plans to
 - help people to be physically active and maintain a healthy weight
 - promote good mental health and reduce the risk of suicide
 - improve sexual health
 - reduce the harm from tobacco, alcohol and drugs
- Support people to age well and make Brighton & Hove an age and dementia friendly city

2. Provide joined up services and ensure everyone has access to the information, advice and services they need

- Improve how we offer information, advice and support to help people stay healthy and independent and to access the care and support they need
- Develop joined-up community teams so that health, care and community services work together
- Seek to continuously improve the opportunities for diverse people with lived experience to influence and improve services

3. Ensure there is safe, effective, sustainable and high-quality health and care provision in the city

- Deliver a strong and improving social work and occupational therapy service
- Commission services to ensure that people and their carers have the support they need
- Ensure that our services are inclusive and accessible

How we will measure progress

- Proportion of physically active adults
- Number of residents accessing local drug and alcohol treatment and recovery services
- Adults receiving community support as a proportion of all adults receiving a long-term service
- % of social care clients receiving Direct Payments



Outcome 4: A responsive council with well-run services

Our goal is to be a responsive council that listens to its communities and delivers positive results for the city

Why this is important?

A responsive council puts the needs of its customers – residents, local businesses and visitors – at the heart of everything it does. We know that we need to work differently to meet changing needs, increasing demand and significant financial pressures.

To achieve our goal, we will listen to what residents and other customers tell us and respond to their feedback. We will develop our workforce so they can deliver their best for the city.

We will use technology, data, and digital tools to increase our efficiency, accessibility and agility. Good governance and sound financial management, including making best use of our assets, will underpin the delivery of inclusive and effective services.



What we will do

1. Meeting the needs of our residents and other customers

- Make sure we actively ask for and listen to the views of all our customers
- Ensure we keep customers informed, particularly when we make changes to our services or during busy periods
- Join up our services and information systems to take a One Council approach and make it easier for customers
- Ensure our services are easy to access, welcoming and inclusive, including when people contact us online, by telephone and in-person
- Provide appropriate support to customers who are unable to use online services
- Ensure our staff are skilled and confident in delivering services including being able to resolve customer dissatisfaction quickly and fairly
- Proactively understand the different experiences and requirements of our diverse customers and adapt our services accordingly
- Refresh how we assess any planned changes to services and policies to identify and mitigate any negative impacts on people because of their identity
- Update our equality monitoring, explaining to customers why this data is important and how it helps shape service design and delivery
- Be clear with our customers what we can and cannot do for them and advise them where they might find the help they need if we cannot provide it
- Regularly monitor and report on our service performance against Our Customer Promise

2. Our ways of working

- Recruit and retain a diverse, skilled workforce which reflects the communities we serve and meets their current and future needs
- Develop and motivate our staff to do their best
- Embed equality, diversity and inclusion at the heart of everything we do
- Provide a working environment that is safe, inclusive, accessible and supportive of staff health and wellbeing
- Ensure our service delivery and decision making is driven, where appropriate, by what we know about our city, including data about people’s intersecting identities, the barriers they face and their requirements.
- Increase the use of convenient online digital channels for people to contact the council and reach its services while making sure they remain customer focused, especially for the more vulnerable
- Help our staff to work better by giving them the equipment and the support they need to work confidently and effectively
- Increase joined up and collaborative working with partners to manage demand and focus on the prevention of problems before they occur



3. Good governance and financial resilience

- Ensure we have clear processes and structures and regularly check they are working
- Protect the most vulnerable from the effect of reduced council funding, rising demand and the increasing complexity of needs
- Concentrate on the best management possible of available council resources by seeking value for money and best use of our assets
- Align capital investment with service change requirements
- Ensure the financial sustainability of our services by maximising income where appropriate
- Ensure that our council buildings, schools, facilities and vehicles are well-maintained and used effectively and efficiently
- Use our assets to support local businesses and city regeneration

How we will measure progress

- Customer satisfaction with council services
- Quality and timeliness of responses to customer feedback
- Workforce profile
- Gender and ethnicity pay gap
- Staff health, safety and wellbeing data
- Our staff survey results
- Our budget position and delivery of savings plans
- Compliance with information rights requests
- Internal audit results



How this plan will be delivered

This council plan and its priorities are supported by a range of strategies and workplans which set out in more detail what the council will deliver to achieve our vision of a better Brighton & Hove for all.

Themed strategies and plans, some of which are statutory requirements, include the Housing Strategy, Economic Strategy, Local Transport Plan, Corporate Parenting Strategy and Homelessness Prevention Strategy.

Some strategies are agreed jointly with our partners, for example, the Joint Health and Wellbeing Strategy and the Greater Brighton Energy Plan.

The council Budget and the Medium-Term Financial Strategy outline how the council's financial resources will be used. The Budget provides information on the council's annual

income and expenditure and the Medium-Term Financial Strategy describes how the council intends to use its resources over a four-year period.

Plans to improve the council's effectiveness, and to modernise our ways of working, are set out in our Business Framework, Our People Strategy, the ICT and Digital Strategy and corporate modernisation programmes.

Our Fair and Inclusive Action Plan and Equality, Diversity and Inclusion Strategy aim to create cultural change and lead to more equitable ways of working and delivering our services.

Directorate plans provide details of the key actions, projects, timeframes and measures that support the delivery of the corporate plan. These are updated annually.



Photo: Ayla Carli







Photo: VisitBritain