

**Council**

11 December 2014

**Agenda Item 54(A)**

Brighton &amp; Hove City Council

|                          |   |  |                     |
|--------------------------|---|--|---------------------|
| <b>Subject:</b>          | <b>6-month Performance Update 2014/15</b>                                 |  |                     |
| <b>Date of Meeting:</b>  | <b>11 December 2014</b><br>4 December 2014 – Policy & Resources Committee |  |                     |
| <b>Report of:</b>        | <b>Executive Director of Finance and Resources</b>                        |  |                     |
| <b>Contact Officer:</b>  | <b>Name:</b>  | <b>Andy Edwards</b>                      | <b>Tel: 29-6823</b> |
|                          | <b>Email:</b>   | <b>andy.edwards@brighton-hove.gov.uk</b> |                     |
| <b>Ward(s) affected:</b> | <b>All</b>  |  |                     |

**FOR GENERAL RELEASE****1. PURPOSE OF REPORT AND POLICY CONTEXT**

1.1 To report performance progress for the period 1<sup>st</sup> April 2014 to 30<sup>th</sup> September 2014. Specifically the report shows progress in the following areas:

- Measures of success in relation to Key Performance Indicators agreed by the Executive Leadership Team (ELT)
- How well the priorities in the Sustainable Community Strategy are being delivered through the Key areas of Focus in the Corporate Plan

**2. RECOMMENDATIONS:**

- 2.1 To note areas of highlighted performance and endorse the improvement actions detailed in Appendix 2
- 2.2 To support and challenge lead officers across the council to continually improve performance and tackle issues of concern highlighted in the report

**3. CONTEXT/ BACKGROUND INFORMATION**

3.1 There are two overarching strategies:-

§ **The City's Sustainable Community Strategy** – is owned by, and the responsibility of Brighton & Hove Strategic Partnership, known as Brighton & Hove Connected and the City Management Board.

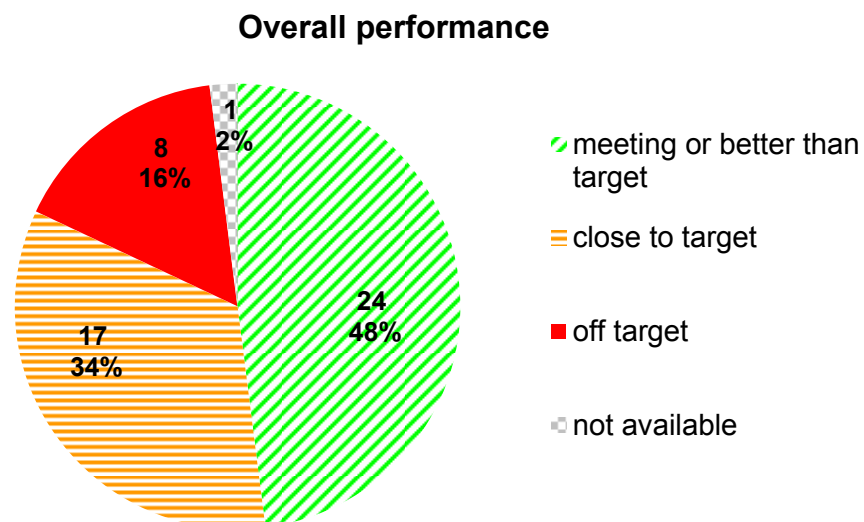
- **BHCC Corporate Plan** - with associated Key Areas of Focus outcomes – these are supported and delivered through service business plans, risks managed through risk registers and day to day activities aligned through Individual Performance Reviews with all staff.

3.2 The five component parts of the Performance and Risk Management Framework (PRMF) and where these are reported is set out in the table below.

| Strand                        | Performance Management Approach   |
|-------------------------------|---|
| 1 - Corporate Plan            | <ul style="list-style-type: none"> <li>• The plan is set in conjunction with budget proposals and approved by Full Council prior to the start of the new financial year.</li> <li>• Progress against the Key Areas of Focus in the Corporate Plan is reported to ELT and Policy &amp; Resources (P&amp;R) and with the 6 month and full year performance updates.</li> </ul>  |
| 2 - Performance indicator set | <ul style="list-style-type: none"> <li>• The Executive Leadership Team (ELT) agrees any further key performance indicators which enable the organisation's performance to be tracked.</li> <li>• ELT receives quarterly performance update reports highlighting good performance and areas of challenge. Accountable Directors discuss corrective actions and ELT prioritises options.</li> <li>• This report is also reviewed at P&amp;R at 6 months and full year.</li> </ul>   |
| 3 - Business planning         | <ul style="list-style-type: none"> <li>• Each Service is required to develop and publish a business plan which details how it will deliver services over the year, links to the corporate plan and what the measures of success will be.</li> <li>• Day to day this is managed at service level through line management arrangements</li> <li>• Progress reports to the Directorate Management Team (DMT) where progress/blockages are discussed.</li> </ul>  |
| 4 - Risk                      | <ul style="list-style-type: none"> <li>• Strategic Risks are reviewed 6 monthly at ELT and reported to the Audit and Standards Committee throughout the year</li> <li>• Citywide Risks are reviewed annually and managed by the relevant partnerships and feed into the Strategic Risk processes for council led risks</li> <li>• Progress monitoring and reporting is managed through links to the directorate risk registers at DMT.</li> </ul>   |
| 5 - Programmes and Projects   | <ul style="list-style-type: none"> <li>• Corporate Modernisation Delivery Board - Sponsoring Group initiates and leads programmes and projects that are intended to achieve outcomes including cross-cutting programmes and projects. Chaired by the Chief Executive and consists of directors and other key officers of the council.</li> <li>• Directorate Modernisation Boards report to the Corporate Modernisation Delivery Board, are set up to drive the programmes and projects forward and deliver outcomes and benefits.</li> <li>• Programme and Project Boards report to the Directorate Modernisation Boards, these are responsible for planning, set-up and management of programmes and projects.</li> <li>• All non-modernisation programmes/projects get led by and reported to the Directorate Management Teams (DMTs) and reported to the Executive Leadership Team (ELT) if/when appropriate</li> </ul> |

## 4.0 Performance Indicator Set

- 4.1 The overall performance achieved at the 6 month point against target is assigned a rating of Red, Amber or Green depending how far from target the reported performance is.
- 4.2 Indicators where information isn't available, as they are annually measured, are not listed. Some very recent changes to the indicator set mean some indicators are not established enough to show targets.
- 4.3 The chart below shows the proportion of indicators that are rated as Red, Amber and Green. This includes 10 indicators where performance information was not available when we reported last year's annual performance. Overall the results are broadly positive with 82% of the indicators meeting or being within the agreed tolerance level (shown as green or amber below) at this point in the year.



- 4.4 Performance information available at the 6 month point is provided in the appendices as follows:
- Appendix 1 – full list of indicators and a summary of performance status at the 6 month point. In addition results that weren't available at the 12 month 2013/14 update report are also provided at the end of this appendix.
  - Appendix 2 - The areas outlined below have been selected if performance is Red against target and also if performance is Amber against target and there are other factors such as the trend over time, how we compare to our comparators or factors of government policy or the economy (risk) that make them worthy of highlighting.
- 4.5 The indicators that are off track, projected to miss target or are a cause for concern due to trend or comparison with other organisations are listed below.
- Children who are looked after per 10,000
  - Violent Crimes with injury (proxy for alcohol related crime)
  - Percentage of Household Waste sent for reuse, recycling or composting

- Formal Complaints per 10,000 population

Annual indicator exceptions:

- All pupils: 5 or more A\*-C GCSE including English and Maths
- Free School Meals Pupils: 5+ A\* - C grades in GCSEs including English & Maths
- Percentage reduction in Carbon Dioxide emissions per capita
- Percentage reduction in the greenhouse gas emissions from local authority operations

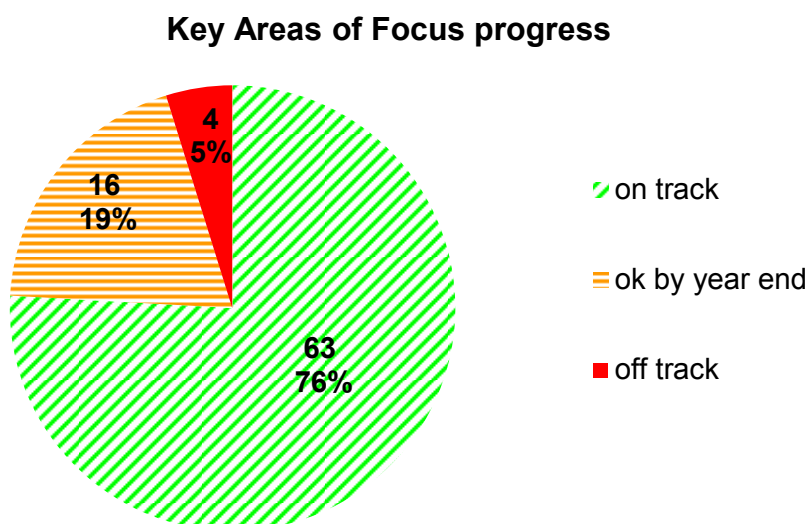
Appendix 2 provides more information on these including a summary of performance so far, the context for that service and a short summary of proposed actions to improve performance.

## 5.0 Key Areas of Focus actions

5.1 Progress made against the key areas of focus from the Corporate Plan are rated as Red, Amber or Green by lead officers across the services using the following criteria:

- Red - the action is significantly off track and is not expected to be completed as originally planned without intervention
- Amber - the action is not on track at the moment but will be brought back on track by year end
- Green - the action is on track

5.2 The chart below shows that 76% of the Key Areas of Focus within the corporate plan are on track and a further 19% are set to be delivered by the end of the financial year.



5.3 All Key Areas of Focus actions are reported in full in Appendix 3 with the relevant RAG status and commentary where the action is off track

## **6. ANALYSIS & CONSIDERATION OF ANY ALTERNATIVE OPTIONS**

- 6.1 Through consultation with The Chief Executive, Directors and Heads of Service the proposed Performance and Risk Management Framework was deemed to be the most suitable model.

## **7. COMMUNITY ENGAGEMENT & CONSULTATION**

- 7.1 This is an internal performance reporting mechanism and as such no engagement or consultation has been undertaken in this regard

## **6. CONCLUSION**

- 6.1 The council must ensure that it uses a robust performance and risk management framework to meets the challenges of delivering services in the financial context that local authorities are now working in.

## **7. FINANCIAL & OTHER IMPLICATIONS:**

### Financial Implications:

- 7.1 There are no direct financial implications arising from this report

*Finance Officer Consulted: Peter Francis*

*Date: 03/11/14*

### Legal Implications:

- 7.2 There are no legal implications arising from the report,

*Lawyer Consulted Elizabeth Culbert*

*Date: 31/10/14*

### Equalities Implications:

- 7.3 An underlying principle of the Corporate Plan is that it focuses on the significant issues for the city, some of which are about tackling the inequality experienced by our residents.

### Sustainability Implications:

- 7.4 As reported in the Sustainable Community Strategy sustainability issues are embedded across the strategy's priorities and as such are reported across various parts of the Corporate Plan i.e. transport and the economy. The council's One Planet Living actions in the Sustainability Action Plan. The three year action plan has been put together by the council, BioRegional, the city's partnerships and other leading organisations in the city.

## **SUPPORTING DOCUMENTATION**

### **Appendices:**

1. Performance Indicator overview report
2. Performance Indicator exception report
3. Key Areas of Focus report

### **Documents in Members' Rooms**

None

### **Background Documents**

None