

Brighton & Hove City Council

Policy & Resources Committee

Agenda Item 86

Subject: Progress update against Corporate Key Performance Indicators, Strategic Risks and Annual Governance Statement actions Quarter 2 2022/23

Date of meeting: 1 December 2022

Report of: Executive Director, Governance People & Resources

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Ward(s) affected: All

For general release

1. Purpose of the report and policy context

1.1 To report to Policy & Resources (P&R) Committee for the period 1 April 2022 to 30th September 2022 in relation to Corporate Key Performance Indicators (KPIs), the council's current Strategic Risks linked to the P&R committee and Annual Governance Statement actions.

2. Recommendations

2.1 That P&R Committee note the progress made in relation to Corporate KPIs, particularly the corrective measures outlined for 'red' and 'amber' indicators included in Appendix 2 and provide support and challenge to lead officers to bring performance back on track.

2.2 That P&R Committee note the council's current Strategic Risks linked to the committee as outlined in Appendix 3 and provide support and challenge to Risk Owners in managing these risks.

2.3 That P&R Committee note progress against Annual Governance Statement (AGS) actions as monitored by Directorate Plans included in Appendix 4.

3. Context and background information

3.1 The overarching document which sets out the outcomes which the council aims to deliver is Brighton & Hove City Council's Corporate Plan, "Our Plan 2020 to 2023". Progress towards delivery of the Corporate Plan outcomes is evidenced by delivery of the Corporate KPI set and is supported through the delivery of the council's Directorate Plans published on our website.

3.2 This report is a key part of Business Planning and Management and also Risk Management, two of the components of the council's Performance

Management Framework (PMF) which underpins our statutory duty to continuous improvement. Full details of the PMF are set out in Appendix 5.

- 3.3 The list of Corporate KPIs and their targets for 2022/23 were set in July 2022 by P&R. A consistent approach to target setting has been adopted across the organisation taking account of comparative information where available. KPI performance against target is assigned a rating of Red, Amber or Green.
- 3.4 The council has a Strategic Risk Register to ensure Strategic Risks for the organisation are proactively captured and appropriate mitigating actions are in place. Audit & Standards Committee approves our Risk Management Framework and respective committees are responsible for having an oversight of Strategic Risks linked to their committee.
- 3.5 The Council has a statutory duty to produce an Annual Governance Statement (AGS) which outlines the effectiveness of governance arrangements operating during the year, with areas identified for improvement. The Annual Governance Statement is formally approved by the Council's Audit & Standards Committee, in accordance with its delegated powers. For the year 2021/22, our governance arrangements were judged to have 'reasonable assurance' by our internal auditors. 'Reasonable assurance' means that arrangements are in place to manage key risks and to meet good governance principles, but there are one or more areas where improvements are required.

4. Analysis and consideration of alternative options

- 4.1 The Corporate KPI set for 2022/23 is made up of 63 indicators, of which 32 are reported this quarter. Results show 70% of the targeted indicators meeting (43%) or being within the agreed tolerance level (27%) at the end of September 2022. At Q2 2021/22 72% of that year's Corporate KPI set met this level; it is not possible to make an exact comparison between years as the previous indicator set included some different measures.
- 4.2 Direction of travel for each KPI is included in Appendix 1 and 2. Each KPI is marked with 'improving', 'declining', or 'no change' based on their performance at the equivalent point last year. Trend indicators are shown as increasing or decreasing trend. Of those KPIs targeted at Q2 in 2022/23, 60% have improved, 33% have declined and 7% have no change. 2 are trend indicators which do not have a RAG rating.
- 4.3 The KPIs where we are performing well relate to:
 - ✓ The speed of determining applications for major and non-major development
 - ✓ Streets inspected which are found to have widespread or heavy levels of litter
 - ✓ Missed recycling collections
 - ✓ Nitrogen Dioxide levels in Brighton and Hove - North Street
 - ✓ Under 18 conception rate

- 4.4 The KPIs where performance improvement is required relate to:
- Housing Repairs and Maintenance - routine repairs completed on time
 - Educational, Health and Care Plans issued within 20 weeks
 - Missed refuse collections
 - Safeguarding Adults: Percentage of those able to express desired outcomes who Fully or Partially Achieved their desired outcomes
- 4.5 Currently we have 13 Strategic Risks as included in Appendix 3 of which 8 are linked to P&R. These relate to the following, with target risk score based on their likelihood (L) and impact (I):
- Financial sustainability (Red, L4 x I4 = 16)
 - Organisational capacity (Red, L4 x I4 = 16)
 - Health & safety (Amber, L3 x I4 = 12)
 - Technology investment and exploitation (Amber, L3 x I4 = 12)
 - Cyber-attack (Amber, L3 x I4 = 12)
 - Welfare support (Amber, L3 x I3 = 9)
 - Leading the city well (Amber, L2 x I4 = 8)
 - Procurement & contract management (Yellow, L2 x I3 = 6)
- 4.6 In AGS, 6 actions were identified for strengthening our governance in 2022/23, managed by Directorate Plans detailed in Appendix 4. They are as follows, with their current RAG (red/amber/green) progress status:
- Compliance with the Financial Management Code: Amber
 - A pro-active strategy to improve industrial relations: Amber
 - Strategy for the provision of council run temporary accommodation: Green
 - Homelessness and the need for Temporary Accommodation: Amber
 - Procurement & Contract Management: Amber
 - Information Rights case handling framework: Amber

5. Community engagement and consultation

- 5.1 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 believes it has a robust Performance Management Framework as evidenced by this report to meet the challenges of delivering services in the financial context that local authorities are now working in.

7. Financial implications

- 7.1 Addressing performance and risk issues, where possible, may have a financial consequence for the relevant service area which will be considered by the relevant directorate in managing its overall budget position. This is reflected in regular Targeted Budget Management forecasts and reports. Where performance is sub-optimal despite planned actions having been implemented, the financial implications for further improvement of services

may need to be considered as part of the budget setting process going forward.

Name of finance officer consulted: Peter Francis Date consulted: 27 October 2022

8. Legal implications

- 8.1 The framework described here and the actions reported on are a key part of the arrangements put in place by the council to ensure that it meets its general duty (pursuant to section 3 of the Local Government Act 1999) to ensure continuous improvement in the exercise of its functions.
- 8.2 Members will have noted the reference in this Report to the arrangements for managing strategic risks going forward. As indicated in para 3.4 of the Report, the Council's Audit & Standards Committee approves the framework whereby the Council manages its risks. However responsibility for reviewing and monitoring the specific risks which fall within their respective delegated functions now sits with relevant Committees. It is for this reason that the recommendations to this Report seek Policy & Resources Committee's input in managing the strategic risks which are the subject of this Report.
- 8.3 No other direct legal implications have been identified.

Name of lawyer consulted: Victoria Simpson Date consulted: 31 October 2022

9. Equalities implications

- 9.1 Where data is available and relevant to the indicator, corporate KPIs set out protected characteristics information of service users to articulate equalities implications with services using this data to inform improvements in relation to reducing inequalities. Equalities implications are also included in the strategic risks where relevant.

10. Sustainability implications

- 10.1 There is a strategic risk in relation to climate and ecological change and carbon neutral.
- 10.2 Sustainability will also be improved through working to meet the relevant quarterly KPI measures detailed within this report. These relate to: household waste sent for reuse, recycling and composting, municipal waste landfilled, Nitrogen Dioxide levels in Brighton and Hove.

11. Other Implications

Social Value and procurement implications

- 11.1 There is a strategic risk and Annual Governance Statement action in relation to procurement.

Crime & disorder implications:

11.2 No further significant implications arising from this report.

Public health implications:

11.3 There is a strategic risk in relation to pandemics.

Supporting Documentation

Appendices

1. Summary KPI report for Q2 2022/23 – Corporate KPIs linked to Corporate Plan outcomes
2. Detailed KPI report for Q2 2022/23 – Corporate KPIs linked to Corporate Plan outcomes
3. Strategic Risks for Q2 2022/23 linked to P&R Committee
4. Annual Governance Statement actions progress for Q2 2022/23
5. Context: Performance Management Framework and Golden Thread

Documents in Members' Rooms

None.

Background Documents

None.

