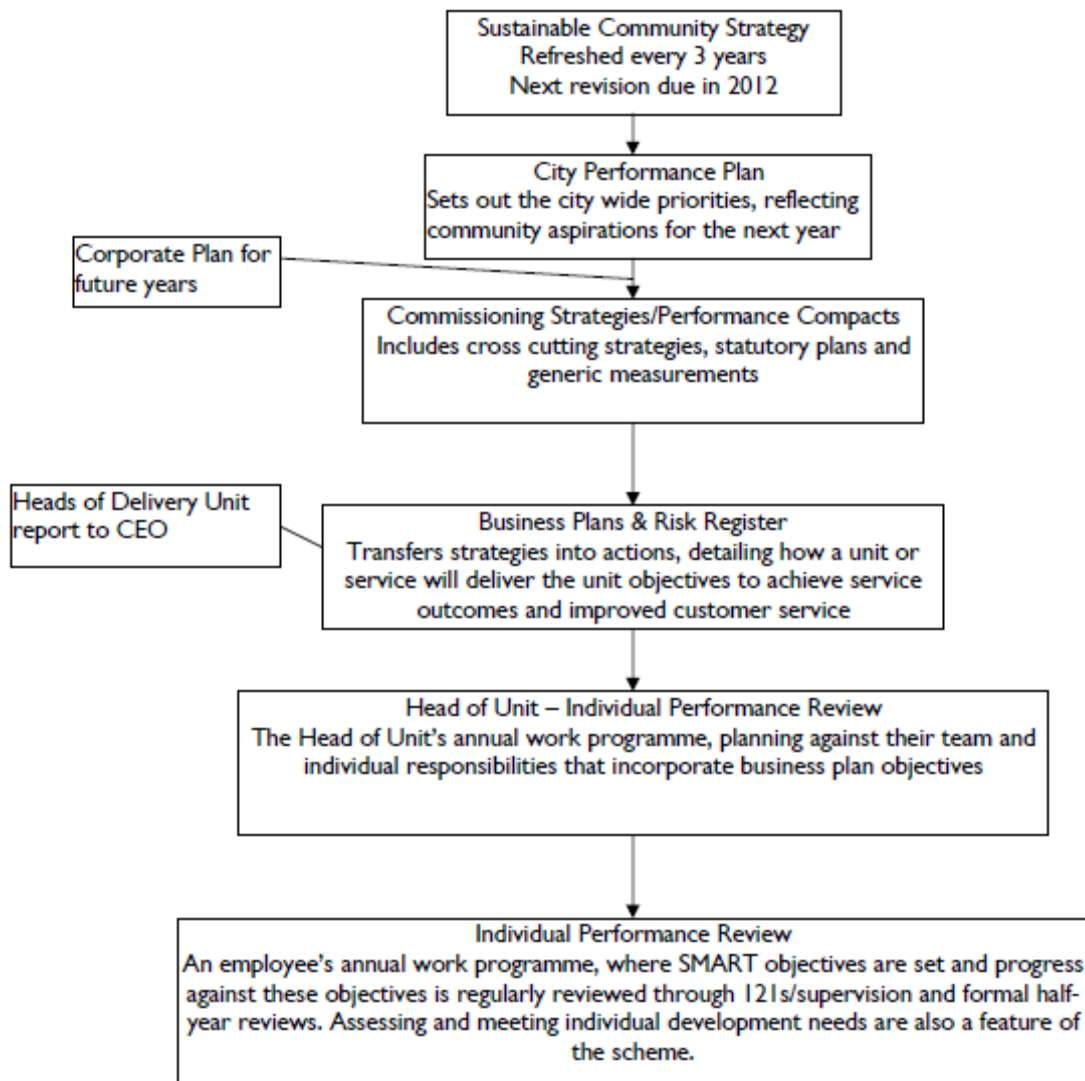


Performance and Risk Management Framework Summary



Sustainable Community Strategy

Our city’s overarching plan is the Sustainable Community Strategy, which outlines a shared vision of ‘Creating the City of Opportunities’ and is agreed by Brighton & Hove’s Strategic Partnership (LSP). It sets out the long-term intentions to improve economic, social and environmental well-being now and into the future. It is a 20 year strategy that is refreshed every three years. The vision is supported by 8 priority areas that are set with extensive input from public sector agencies, businesses, the voluntary sector, residents and community interest groups. The priority areas for 2009-2012 are:

- 1) Promoting enterprise and learning
- 2) Reducing crime and improving safety
- 3) Improving health and well-being
- 4) Strengthening communities and involving people
- 5) Improving housing and affordability
- 6) Living within environmental limits and enhancing the environment
- 7) Promoting sustainable transport

8) Providing quality advice and information services

Brighton & Hove's City Performance Plan.

The key delivery plan for the Sustainable Community Strategy is Brighton & Hove's City Performance Plan. The Plan details the measures we will deliver against, with our partners, to meet the city priorities. It provides an essential 'umbrella' for policy and service planning at every level and thereby helps to ensure that our daily activity is focused on local priorities.

Numerous partnership plans are also compiled, mapping out agreements between us and our partners to achieve shared objectives and targets set in line with the Sustainable Community Strategy and the City Plan, in specific areas. Examples include the Youth Justice Plan and the Crime & Disorder Reduction Partnership Strategy.

Commissioning Strategies and Performance Compacts

Performance Compacts flow from the City Performance Plan, the council's Strategic Risk Register and specific service delivery and commissioning arrangements. The Compacts are an agreement between commissioners and delivery units and set out the Service Level Outcomes that delivery units are required to meet in working toward strategic outcomes.

Business Plan and Risk Register

The compacts are in turn underpinned, at an operational level, by each Unit's Business Plan and Risk Register. Both levels of plan will:

- Reflect the relevant commitments in the Sustainable Community Strategy, City Performance Plan and other statutory and partnership plans e.g. Local Transport Plan
- Ensure services are planned in the context of continually improving customer access, satisfaction and outcomes
- Have regard to organisational improvement objectives and other key internal agendas, including VfM, Investors in People (IIP) and the requirements of the Equality Standard
- Consider other information sources, for example the results of staff feedback (staff survey), complaints data and service-specific consultations

This will help to prioritise where efforts should be focused, thereby establishing the unit and service objectives, and determine how capacity should be built and resources developed and allocated.

Individual Performance Reviews (IPRs)

The work-plan element of the IPR turns the business plans into tangible and measurable actions for individuals. They sit within the context of the business plans, forming the final tier of the framework. IPRs are completed at two levels, namely manager and individual. Manager IPRs must provide the operational work programme of the team, encompassing both the actions arising from their unit's and service objectives and the team's 'steady state' work (e.g. health and safety requirements), as well as outlining any individual responsibilities and objectives. These, in turn, will direct the specific work duties of each staff member that will contribute to the achievement of service

outcomes and improved customer service. Progress is discussed and agreed every six months and documented in IPRs.

