

# OVERVIEW AND SCRUTINY COMMITTEE

## Agenda Item 17

Brighton & Hove City Council

<b>Subject:</b>	<b>Organisational Health Report 2011/12</b>		
<b>Date of Meeting:</b>	Policy and Resources – 14 <sup>th</sup> June 2012 <b>OSC 10<sup>th</sup> September 2012</b>		
<b>Report of:</b>	<b>Strategic Director, Resources</b>		
<b>Lead Member:</b>	<b>Cabinet Member for Finance &amp; Resources</b>		
<b>Contact Officer:</b>	<b>Name:</b>	<b>Paula Black</b>	<b>Tel: 29-1740</b>
	<b>Email:</b>	<b>paula.black@brighton-hove.gov.uk</b>	
<b>Key Decision:</b>	<b>No</b>		
<b>Ward(s) affected:</b>	<b>All</b>		

### FOR GENERAL RELEASE

#### 1. SUMMARY AND POLICY CONTEXT:

- 1.1 The Organisational Health Report (OHR) is a set of key measures around our finance and general organisational management, our workforce and meeting the needs of our customers, and some sustainability measures. The OHR suite of indicators will support the Strategic Leadership Board and the Corporate Management Team in their management of the organisation.
- 1.2 This Organisational Health report has one appendix showing the annual performance trends over the last 3 years.
- 1.3 Appendix 1 – The Annual Organisational Health Report – showing the annual performance trends over the past 3 financial years where data is available
- 1.4 The report was presented to Policy and Resources Committee in June 2012. The report follows to Overview and Scrutiny Committee for information and contains additional performance information that has since become available.
- 1.4 The performance indicators included in the organisational health report are under regular review and are still being enhanced. In future this report will include more outward facing customer satisfaction indicators when the results of the telephone based reputation tracking research, known as the “city tracker” are available. The update to the Corporate Plan could also identify indicators for inclusion in future.

#### 2. RECOMMENDATIONS:

- 2.1 That the Committee note the progress made against the performance indicators set out in Appendix 1.

### **3. RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS:**

#### **3.1 Summary of Organisational Health performance in 2011/12**

3.1.1 Performance across the current suite of indicators is in the main on or better than target.

The following indicators show off target performance for the year 2011/12:

- Workforce Data: BV011c the Percentage of the top 5% of earners who declare they have a disability
- Complaints: Total number of stage one complaints upheld or partially upheld and the Total number of complaints to the Local Government Ombudsman (LGO)

#### **3.2 Areas of outstanding performance**

3.2.1 An ambitious target to pay 80% of small and medium sized (SME) businesses within 10 days was exceeded this year this has been a dramatic improvement from 48% to 83% in two years.

3.2.2 The average monthly spend on Agency workers and numbers employed both reflect reductions on last year.

#### **3.3 Performance Details**

##### **3.2.1 Finance:**

- The budget and vfm savings results are provisional pending P&R approval. The latest position on overall Vfm savings achieved is £7.529m against an original target of £7.752m – i.e. 97.1% of target achieved. This includes an over-achievement of 62.7% (£3.284m) by Children's Services against the Children's VFM target (£2.019m)
- The invoice processing measures for standard invoice payments continue to improve year on year to 94.45% paid within 30 days which is above the target for 2011/12.
- Collections of money due continue to show year on year improvement and are above target for 2011/12 (0.65% above target performance in council tax collections means £650,000 more income for the council), a significant achievement given the economic conditions. Business rates collections also came in at 98.55% above target for 2011/12 (0.25% above target performance means £250,000 though this goes to the government pool not directly to the council).

##### **3.2.2 Workforce data:**

- The workforce information is obtained from the new HR system. The sickness data shows a large drop compared to last year and analysis of the sickness reporting patterns is being undertaken which will be combined with the findings from a recent audit will help to inform improvements to the data quality. Currently this data is marked as indicative.
- Some of the workforce targets are based on 2001 census data which will be updated when information is made available from the 2011 census (this level of

detail from the census will be available in November 2012). There is little movement in the top 5% of earners in the current financial climate, so any further progress on these indicators is likely to be long term.

- The council has introduced a 'Living Wage' and is working to reduce the pay gap between the highest and the lowest paid. The median pay for the council's Chief Officers is 3.17 times the median pay of all employees who are not Chief Officers. (\*This is based on the 12 month period to February 2012.)

### 3.2.3 **Accessibility:**

- % of authority buildings open to the public with all public areas suitable for and accessible to people with disabilities shows continued year on year improvement to 85.29% which is above the target for 2011/12.

### 3.2.4 **Complaints:**

- Stage one complaints are down by nearly 200 cases against the previous year from 1,822 to 1,639. The most significant reductions are in Benefits & Revenues, City Clean, Sustainable Transport, City Parks and Sport & Leisure. Benefits and Revenues have reduced their complaint levels through the systems re-engineering work so that issues and concerns are dealt with at point of contact thereby preventing escalation to formal complaint. Speed of handling payments has been improved.
- The percentage upheld or partially upheld for stage two complaints has reduced against the previous year.
- There was an increase in the most complex cases that are reviewed by the Local Government Ombudsman (LGO) though it should be noted that the LGO has worked hard to make its services accessible to the public and this is thought to have contributed to the increase in complaints reaching the LGO. A provisional report from the Ombudsman states that they investigated only 40 cases and there has been a significant reduction in the number of cases where the LGO has recommended the council take action to resolve the complaint.

### 3.2.5 **Sustainability:**

- End of year energy consumption and carbon footprint data for 2011/12 will be available after June 2012, once our Carbon Reduction Commitment data has been prepared.  
For 2012/13 carbon budgets have been set for our carbon footprint, this targets a 4% reduction across gas, electricity, oil (for civics, schools and landlord level housing), fleet, street lighting and some areas of staff travel. Action plans have been developed by the service leads for these areas.
- Water meter readings are not taken systematically across the estate and bills are based on some readings by Southern Water and some on estimated readings. Automated Meter Reading will help address this issue and procurement of this valuable service is underway. In the meantime, water meter readings at two major buildings have been taken every month since Sept 10 (Brighton Centre) and since June 11 (Hove Town Hall).

## 4. **COMMUNITY ENGAGEMENT AND CONSULTATION**

- 4.1 This is an internal performance management tool that has been developed in consultation with lead officers and the Strategic Leadership Board.

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

### Financial Implications:

- 5.1 The organisational health performance indicators evidence progress against business plans and delivery against value for money targets.

*Finance Officer Consulted: Anne Silley*

*Date: 21<sup>st</sup> May 2012*

### Legal Implications:

- 5.2 There are no legal implications arising from this report.

*Lawyer consulted:*

*Elizabeth Culbert*

*Date: 18<sup>th</sup> May 2012*

### Equalities Implications:

- 5.3 The Organisational Health Report includes a number of key equalities indicators that are reported to senior officers on a regular basis.

### Sustainability Implications:

- 5.4 The Organisational Health Report includes indicators taken from our Environment Management System (EMS). Some indicators in this section are lagged and will be made reported as an addendum to planned reporting to committee in July.

### Crime & Disorder Implications:

- 5.5 None.

### Risk and Opportunity Management Implications:

- 5.6 The Organisational Health Report is part of the councils Performance and Risk Management Framework (PRMF) but there are no specific risk management indicators reported.

### Corporate / Citywide Implications:

- 5.7 The Organisational Health Report is part of the councils PRMF. The report will have specific implications for teams which will be managed at a team level through business plans.

## **6. EVALUATION OF ANY ALTERNATIVE OPTION(S):**

- 6.1 Through consultation with CMT and SLB the Performance and Risk Management Framework is deemed to be the most suitable model.

## **SUPPORTING DOCUMENTATION**

### **Appendices:**

1. The Organisational Health 2011/12 annual report

**Documents in Members' Rooms**

None

**Background Documents**

None

