

<b>Title:</b>	Performance Accountability Framework
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<b>Purpose/Key Messages:</b>	Significant issues remain for the city and these are to be addressed in a piece of performance challenge work requested by the Public Service Board.
<b>Significance to BHSP and Delivering SCS outcomes:</b>	The accountability framework is the main mechanism for identifying and implementing performance improvement throughout the partnership
<b>What is BHSP being asked to do?</b>	Note the proposed performance challenge work.
<b>Next steps and report back mechanism:</b>	An update on the performance challenge work will be brought to BHSP in 2013.

## **1. Summary**

This paper sets out some initial recommendations for clarifying and improving accountability for performance and allocation of scarce public resources across Brighton and Hove. This paper focuses on the shared/partnership aspects of performance improvement and is not focussed on individual organisations. The intention is to create a culture of improving outcomes for Brighton and Hove residents, businesses and visitors that are delivered through public service commissioning and delivery.

## **2. Background**

- 2.1 With the removal of the area based assessments in 2010 responsibility for accounting for the delivery of public services sits with the Public Service Board. Between them the organisations they represent are responsible for the vast majority of public spend across the City.

- 2.2 Consequently, the PSB as heads of public service delivery across the City, need to be both reassured and provide reassurance to the public and stakeholders that as a partnership they are able to answer the following 6 key questions:
- Why we do what we do and how we prioritise this
  - How effective is what we do and how do we demonstrate impact
  - How is that communicated to stakeholders and the public
  - How much does it cost to do what we do
  - Where does accountability sit for delivery against shared priorities
  - Are there more effective ways that we could deliver these outcomes for local residents?

### **3. Principles Applied in Constructing Challenge Framework**

- 3.1 The area inspection has stopped, and from the PSB/BHSP perspectives this is the critical aspect in terms of assessing City Wide outcomes
- 3.2 If business planning and business intelligence are applied successfully across the city, the 6 key questions listed above should be answered – we should not invent a whole new system of holding to account
- 3.3 If the personal accountability for areas of work is clear, then this will go a long way to providing assurance and clear lines of responsibility for the City Performance Plan. The 2012-13 6 month report on the CPP is being discussed by BHSP at the 4<sup>th</sup> December meeting.
- 3.4 Partnerships have been asked to provide some form of high level financial information, linked to their priority areas. This request has been included in the agreement between BHSP and thematic partnerships. This will allow the PSB members to make better informed decisions concerning resource allocation by their own organisations.

### **4. Progress to Date**

- 4.1 The Performance & Risk Management Framework (PRMF), particularly the City Performance Plan (CPP) provides basis for city wide performance framework – This framework sets out accountabilities for achievement of outcomes across the city

- 4.2 Three key issues for the city were highlighted in the annual report: Youth employment and those not in educations, employment or training; Housing; Alcohol.
- 4.3 New set of operating principles for PSB sets out clearly the responsibilities for performance across the city
- 4.4 Partnership review of 201/11 clarified roles of thematic partnerships – dividing them into 3 broad areas:
  - Policy partnerships (sustainability, engagement & inequality)
  - Outcome partnerships (health, safety and development including business, employment and skills)
  - Delivery partnerships (transport, advice, arts, housing, learning)
- 4.5 Development of agreed protocols with partnerships ensures cooperation with partnerships and partner agencies regarding performance, responsibility and transparency
- 4.6 Publication of budget book gives quite fine detail on Local Authority expenditure and is in the public domain. Other partners are being actively encouraged to share as much financial information as they are able to
- 4.7 Shared risk work undertaken on behalf of the PSB is progressing and thematic partnerships have been approached to further develop the mitigating actions required. This strategic risk reporting is now incorporated into the CPP.

## **5. Outline of the Challenge Framework**

- 5.1 Thematic Partnership representatives will be invited to attend discussion meetings regarding their progress, priorities and performance.
- 5.2 Following this session, a second meeting may be convened under the auspices of the BHSP and led by the BHSP chair, to work towards development of an improvement plan based on the outcome of this first meeting.
- 5.3 Alternatively, if the improvement plans can be agreed following the initial meeting, they can be presented directly to PSB.
- 5.4 Initial interviews will be based on current situation and on current priorities, context and performance

- 5.5 Following these meetings, more detailed work may be identified and undertaken through an agreed mechanism e.g.: performance challenge, audit, scrutiny or other routes where appropriate
- 5.6 Using combined resources from the Brighton & Hove Strategic Partnership and Brighton & Hove City Council's Finance, Performance, Audit and Scrutiny, as well as colleagues from other organisations and sectors, develop a light touch schedule that will in its first year:
- Use Sustainable Community Strategy (SCS) and/or updated strategies and plans where applicable as starting point for examining what the partnerships are delivering/ leading on
  - Use CPP and other performance data, from all partners where possible, to assess progress against stated ambition
  - Conduct initial sessions/conversations with representatives from partnerships to provide assurance/assessment of progress and areas of strengths and weaknesses.
  - Partnerships will then be asked to develop an improvement plan for their areas of work where appropriate, work to implement that plan and report back to PSB on progress
  - The Performance & Analysis Team and Partnerships & External Relations Team will collate information and produce a public facing report on the progress being made in Brighton & Hove
  - Present report to PSB and discuss how the allocation of resources, implementation of different policies, or specific areas of joint work can improve outcomes across the city
  - From Autumn 2012, request partnerships and partners, including PSB partners, to provide estimates of how much they spend on areas of activity conducted within their partnerships sphere of influence, and how they (partner organisations) plan to shape their spend in the next period

## **6. First Challenge Session - Youth Employment**

- 6.1 An initial meeting took place on Monday 19<sup>th</sup> November, where stakeholders outlined their areas of work and responded to the questions outlined above.
- 6.2 The session was well received by all partners and recommendations will be made over the coming few weeks
- 6.3 Future sessions may be planned to complete this work, and this can be confirmed at the BHSP meeting

## **7. Conclusion**

- 7.1 In general the PSB/BHSP will require less detail than theme partnerships but it is the responsible body for city wide outcomes and as such needs to be appraised /assured of the progress being made. Achieving that balance will be a challenge
- 7.2 Improving rather than reporting performance is the key outcome for this work.
- 7.3 People at all levels of each organisation need to be comfortable with their level accountability and responsibility
- 7.4 Arrangements need to be owned and agreed by all partners
- 7.5 The principle of positive challenge between peers and from external partners needs to be used in order to explore areas of weakness that can be improved on
- 7.6 The need to be honest and accept and address areas of poor performance will be key. In this way, partnerships will be able to more effectively deliver improvements the city deserves