

## Directorate Plan 2021/24

<b>Directorate:</b>	<b>Strategy Governance and Law</b>		
<b>Responsible Officer:</b>	<b>Abraham Ghebre-Ghiorghis</b>	<b>Last Updated:</b>	<b>1 April 2021</b>
<b>Signed off by:</b>	<b>Chief Executive</b>	<b>Date:</b>	

### Corporate Plan 2020/23 Outcomes and Actions:

<b>Outcome</b>	<b>Key Area of Action</b>	<b>Outcome</b>	<b>Key Area of Action</b>
<b>1. City to call home</b>	1.1 Reduce homelessness and rough sleeping	<b>4. Growing and learning City</b>	4.1 Support high quality early years provision
	1.2 Provide genuinely affordable homes		4.2 Ensure that schools continue to improve and all children do well
	1.3 Improve private rented housing		4.3 Ensure that no child or family is left behind
	1.4 Improve council housing		4.4 Deliver high quality youth services
	1.5 Make better use of existing housing capacity		4.5 Promote lifelong learning and transition into adulthood
<b>2. City working for all</b>	2.1 Build community wealth	<b>5. Sustainable City</b>	5.1 Become a carbon neutral city by 2030
	2.2 Transition to a sustainable economy		5.2 Create and improve public open spaces
	2.3 Support local businesses and charities		5.3 Reduce, re-use and recycle
	2.4 Enhance skills and provide housing for the city's workers		5.4 Develop an active and sustainable travel network
	2.5 Develop our visitor economy		5.5 Promote and protect biodiversity
<b>3. Stronger city</b>	3.1 Tackle crime and antisocial behaviour	<b>6. Healthy and caring City</b>	6.1 Increase healthy life expectancy and reduce health inequalities
	3.2 Increase participation in civic and community life		6.2 Support people to live independently
	3.3 Address the causes of poverty and its impact on our communities		6.3 Support people in ageing well
	3.4 Improve access for disabled people		6.4 Support carers
	3.5 Remain a proud City of Sanctuary		6.5 Ensure that health and care services meet the needs of all
<b>7. Council Attributes</b>	7.1 Measuring our progress	7.5 Customer promise	
	7.2 Well run council	7.6 Our Workforce	
	7.3 Fair & inclusive council	7.7 Working in partnership	
	7.4 Modernising council		

## Directorate Objectives for Apr 21 to Mar 24

**Mission:** “Ensure the organisation’s priorities are delivered, keep the organisation safe, enable democratic engagement and communicate clearly with customers and staff.”

1	Develop, coordinate and oversee implementation of effective policies, strategies and partnerships
2	Enhance and protect the reputation of the council, promoting it, its services and the principles that drive who we are to key stakeholders
3	Provide legal support to enable successful delivery of council priorities
4	Support civic leadership and democratic engagement
5	Deliver effective governance and performance oversight
6	Initiate, deliver and drive change to modernise the council and improve service to customers
7	Modernise Life Events Service to make it financially sustainable and provide high quality customer services
8	Develop and engage with staff to deliver change within the directorate and across council services

## Strategy Governance and Law vision and direction of travel for 2021/24

**Vision =** Effective democratic decision making and high performing & trusted council to enable a fairer city and a sustainable future

To achieve this, we will:

**Communications:** provide accessible and relevant information, ensure opinions are actively sought, easy to give and demonstrably listened to and create unity and pride amongst staff

**Democratic Services:** ensure the smooth and efficient management of the decision-making of the Council whilst raising public awareness and involvement in the democratic process.

**Legal services:** A high performing, cost effective in-house legal service which supports members and officers across all Council functions.

**Life Events:** promote democracy, working for our customers to ensure accessible and modernised quality services for all.

**Performance, Improvement & Programmes:** drive continuous improvement and efficiency to enable delivery of the organisational priorities and contribute towards keeping the council safe.

**Policy, Partnership & Scrutiny:** Setting the direction, developing, coordinating and overseeing the implementation of effective council and citywide policies and strategies

## Key Directorate deliverables

Directorate Objective 1: Develop, coordinate and oversee implementation of effective policies, strategies and partnerships							
No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
1.1	Well run council <b>7.2</b>  Tackle Crime and Antisocial Behaviour <b>3.1.4</b>  Ensure that no family is left behind  <b>4.3.5</b>	<u>Policy support</u> Support Policy Chairs Board and Executive Leadership Team (ELT) in shaping strategic policy, commissioning and research, ensuring the council is effective in place leadership: to help BHCC understand and respond to national policy developments and new legislative requirements and to effectively lobby for local policy priorities	Apr 20	Mar 24	Policy Partnership & Scrutiny Lead	Whole council	Evidenced by strategic leadership as displayed by ELT, policy Chairs Board Feedback from ELT and Policy Chairs Board
1.2	Well run council <b>7.2</b>	Developing a set of priorities and policies to reflect Corporate Plan commitments	Apr 20	Mar 24	Policy Partnership & Scrutiny Lead		Evidenced by production of appropriate plans and policies to take forward the Corporate plan commitments
1.3	Working in partnership <b>7.7.1</b>	<u>Partnership arrangements</u> Further develop and support city's partnership arrangements to improve city outcomes, including managing and coordinating effective development and delivery of A Better! Brighton & Hove (Think tank)	Apr 20	Mar 24	Policy Partnership & Scrutiny Lead	B&H Connected, City Management Board	Delivery of B&H Connected Strategy. Attendance and spin off activity outcomes. Think Tank initiatives developed and implemented

**Directorate Objective 1: Develop, coordinate and oversee implementation of effective policies, strategies and partnerships**

No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
1.4	Enhance skills and provide housing for the city's workers <b>2.4.2</b>  Invest in a civic leadership programme for underrepresented groups <b>3.2.5</b>	Support women, disabled people and BAME groups to achieve their full potential via civic leadership programme	Apr 20	Mar 24	Policy Partnership & Scrutiny Lead	B&H Connected, City Management Board	Creation of programme / projects across the Council and partners to take forward these objectives

**Directorate Objective 2:** Enhance and protect the reputation of the council, promoting it, its services and the principles that drive who we are to key stakeholders

No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
2.1	Measuring our progress <b>7.1</b>	<u>External communication</u> Effectively communicate the delivery, progress and achievement of the council's Corporate Plan and the principles underpinning it	Apr 20	Mar 24	Head of Communications	ELT CMT Policy Team Leader Committee Chairs	Raise percentage of residents who say they are well informed about council services and benefits from 51% in 2018 to 55% in a 2021 resident satisfaction survey.
2.2	Our Workforce <b>7.6</b>	<u>Internal communication</u> Nurture a well-informed, engaged and proud workforce – one that trusts the leadership, feels valued and delivers services to the highest standard; support the retention and recruitment of the very best staff	Apr 20	Mar 24	Head of Communications	Leader Committee Chairs ELT CMT	<p>Raise percentage of staff who feel positively that the council feels like one big team working collaboratively for the good of our customer from 26% in the 2019 staff survey to 28% in the 2021 staff survey.</p> <p>Maintain percentage of staff who feel positively that I have access to the equipment, systems and resources I need to do my job effectively from 57% in the 2019 staff survey at 57% in the 2021 staff survey.</p> <p>Raise percentage of staff who feel there is a clear</p>

**Directorate Objective 2: Enhance and protect the reputation of the council, promoting it, its services and the principles that drive who we are to key stakeholders**

No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
							<p>sense of direction in the organisation from 41% in the 2019 staff survey to 43% in the 2021 staff survey.</p> <p>Raise percentage of staff who feel valued by the organisation from 47% in the 2019 staff survey to 50% in the 2021 staff survey.</p>
2.3	Well run council 7.2	<p><u>Communication support for councillors</u> Support councillors in becoming our best advocates and storytellers by ensuring they have access to and can effectively communicate (for example via social media and in the press / TV / radio) up-to-date information on issues which affect them and / or their ward constituents either directly or indirectly.</p>	Apr 20	Mar 24	Head of Communications	Democratic Services Member support staff ELT CMT	<p>Work with the head of Democratic Services on a Supporting Members programme</p> <p>Devise strategy and undertake activity for gaining an understanding of councillors needs by end of November 2021</p> <p>Develop strategy based on that understanding by end of Dec 2021</p> <p>Start delivering strategy by start of Feb 2022</p>
2.4	Well run	<p><u>Council website</u> Lead on the content development of</p>	Apr 20	Mar 24	Head of Communications	IT&D	Ongoing evidence by way of monthly reports

**Directorate Objective 2:** Enhance and protect the reputation of the council, promoting it, its services and the principles that drive who we are to key stakeholders

No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
	council <b>7.2.4</b>	the new, user-focused council website.					which demonstrate that visitors to the council's website are able to do what they want to do or do what we want them to, in place by June 2021.

**Directorate Objective 2: Enhance and protect the reputation of the council, promoting it, its services and the principles that drive who we are to key stakeholders**

No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
2.5	Well run council <b>7.2</b>	<u>Consultation and engagement</u> Develop and embed a Corporate Consultation and Engagement Framework ensuring best use of the consultation software and closer links with Community Engagement Officers	April 2020	Sept 2021	Head of Communications	Executive Director Housing Neighbourhoods & Communities  Head of Communities & Equality  Public Health Intelligence	Consult with Customer Experience Steering Group on a draft Consultation and Engagement Framework by end of June 2021.  Agree Consultation and Engagement Framework with ELT, Policy Chairs by Sept 2021  Ensure that Communications Service redesign supports robust corporate provision of improved consultation and engagement processes and practices – by April 2022  Quarterly reports on progress to be included in quarterly Communications Reports to ELT and Policy Chairs Board – to start from Sept 2021

**Directorate Objective 2:** Enhance and protect the reputation of the council, promoting it, its services and the principles that drive who we are to key stakeholders

No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
2.6	Well run council 7.2	Ensure all council intranet and extranet websites meet the new Public Sector Bodies (Websites and Mobile Applications) (No. 2) Accessibility Regulations 2018. (meet the <a href="#">international WCAG 2.1 AA accessibility standard</a> )	Apr 21	Mar 24	Head of Communications	ELT Leadership Network IT&D All staff	Accessibility guidance and ongoing training programme (reflecting change in legislation) to be available for all colleagues to support them when they create content to be published on the council's website by June 2021. Ongoing monitoring of the compliance with the guidance.

**Directorate Objective 3: Provide legal support to enable successful delivery of council priorities**

No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
3.1	Well run council 7.2	Provide excellent legal advice and support to service departments and the corporate centre to enable the delivery of cores services.	Apr 20	Mar 24	Head of Legal Services	ELT	Maintain client satisfaction level of 95% Good or Excellent
3.2	A City to call Home 1.1	<p><u>Legal support for housing</u> Provide legal support to enable improved access to housing and a reduction in homelessness and rough sleeping, for example through supporting:</p> <ul style="list-style-type: none"> <li>• Buying back homes and increasing social housing stock;</li> <li>• Advising on fire safety and housing disrepair;</li> <li>• Developing new vehicles such as Lettings Agency and Rent a Room Schemes.</li> <li>• Supporting Senior Officers, members and Housing Committee regarding the Council's housing duties.</li> <li>• Supporting the Future Repairs project (including a number of high value procurements and the insourcing of 250 staff).</li> </ul>	Apr 20	Mar 24	Head of Legal Services	ELT External legal support as required	Projects progressed in accordance with project timetable
3.3	A City Working for All 2.1	<p>Provide <u>legal support to build community wealth</u> through:</p> <ul style="list-style-type: none"> <li>• Advice on employment policies and practices;</li> <li>• Advice on procurement and social value;</li> <li>• Advice on insourcing, including TUPE;</li> </ul>	Apr 20	Mar 24	Head of Legal Services	ELT External legal support as required	Lawful processes followed in place – no successful legal challenges.

**Directorate Objective 3: Provide legal support to enable successful delivery of council priorities**

No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
		<ul style="list-style-type: none"> <li>Legal support to the Greater Brighton Economic Board;</li> <li>Advice on new initiatives such as a Coastal Business Improvement District and tourist tax.</li> </ul>					
3.4	A City Working for All 2.1	Provide legal support to implement and enforce legislation in relation to Covid19 and to support lawful decision making in relation to the pandemic and recovery.	Apr 20	Mar 22	Head of Legal Services	ELT	Successful enforcement under new Covid Regulations and successful management of virtual Court and Committee meetings.
3.5	A City Working for All 2.1	Provide legal support to key projects including: <ul style="list-style-type: none"> <li>Valley Gardens Phase 3; and</li> <li>The Waterfront project.</li> <li>King Alfred</li> <li>Joint Venture/Development Company with Hyde</li> </ul>	Apr 20	Mar 24	Head of Commercial Law	ELT External Legal support as required	Projects supported to agreed timescales
3.6	A Stronger City 3.1	<u>Legal support in relation to enforcement</u> Provide legal support to pursue enforcement against anti-social behaviour in the City and to prevent exploitation through including seeking injunctions and Closure Orders and initiating safeguarding proceedings.	Apr 20	Mar 24	Head of Legal Services	ELT	95% good or excellent client satisfaction rate in relation to prosecution work measured through Client Satisfaction Questionnaires
3.7	A Sustainable City 5	Advice to Senior Officers, members and Environment Committee regarding waste management, sustainable procurement and sustainable travel initiatives.	Apr 20	Mar 24	Head of Legal Services	ELT	Lawful processes followed – no successful legal challenges.
3.8	A Healthy and Caring City 7.2	Support the review of the Health and Wellbeing Board with legal advice regarding the decision-making powers and responsibilities of the Board.	Apr 20	Mar 24	Head of Legal Services	ELT	Lawful processes followed – no successful legal challenges.

**Directorate Objective 3: Provide legal support to enable successful delivery of council priorities**

No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
3.9	Working in partnership 7.7	Progress partnership arrangements for Orbis shared legal service, based on collaboration without structural integration.	Apr 20	Mar 24	Head of Legal Services	ELT / Orbis Public Law	Revised Inter Authority Agreement in place and savings identified through joint working initiatives.
3.10	Modernising council 7.4	Identify saving opportunities, for example through reduction of external spend or increase in income. In particular generate additional income through taking on the Monitoring Officer role for the LEP.	Apr 20	Mar 24	Head of Legal Services	ELT ESCC / SCC / WSCC	Savings targets for Legal Services met
3.11	A Sustainable City 5.1  A City Working for All 2.2	Update report writing protocol for Council Committees to improve accessibility and include a Climate Emergency Impact Assessment to replace existing sustainability implications	Jan 21	July 2021	Head of Legal Services	ELT/Members	New Report Writing Protocol implemented, including introduction of a Climate Emergency Impact Assessment

**Directorate Objective 4: Support civic leadership and democratic engagement**

No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
4.1	Well run council 7.2	To review the process for Members inquiries and investigate the provision of a case management system with the digital team to provide effective resolution of inquiries and monitoring of services.	Apr 20	Mar 24	Head of Democratic Services (Head of Performance Improvement and Programmes)	IT&D	Member inquiries dealt with in accordance with agreed timescales.
4.2	Well run council 7.2	<u>Provide Members with a Share Point site to enable internal communications/briefings.</u> Each Group to have their own area within the site for Group matters.	Apr 20	Mar 22	Head of Democratic Services	Communications Team / IT&D	Use of site by Members and feedback.
4.3	Well run council 7.2	<u>Develop a robust and skilled Electoral Services Team</u> to maximise Electoral Registration and deliver a safe and accurate election result in May 2021 Police & Crime Commissioner Election, also local elections (2023)/ parish and or national elections.	Apr 20	Mar 24	Executive Lead Officer - Strategy Governance & Law (Head of Life Events)	Cabinet Office Electoral Commission Association of Electoral Administrators (AEA) Schools Local Political Parties	Annual Electoral Canvas to publish Electoral Register on 1 <sup>st</sup> Dec 21 1 <sup>st</sup> Dec 22 1 <sup>st</sup> Dec 23 Deliver safe local By-elections and or Parish Council elections as required May 2021  Deliver safe PCC elections May 2021.  New structure to be proposed, agreed to and in place by 30 September 2021.

**Directorate Objective 4: Support civic leadership and democratic engagement**

No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
4.4	Well run council 7.2	Develop use of <u>electronic agendas</u> for full Council and Committee meetings, provide general support for Members	Apr 20	Mar 22	Head of Democratic Services	ICT	85% of Members using electronic agendas (Mar 22)
4.5	Well run council 7.2	Establish and deliver <u>Member development programme</u> to support the needs of Members and the organisation	Apr 20	Mar 24	Head of Democratic Services	MDWG / SEE	Programme agreed with the MDWG and reviewed regularly and delivered for 2020/23
4.6	Increase participation in civic and community life 3.2.4	Support projects such as Operation Black Vote to ensure that participation is fair and representative of the whole city	Apr 20	Mar 24	Executive Lead Officer - Strategy Governance & Law (Policy Partnership & Scrutiny Lead)	HNC	Community engagement projects delivered in accordance with the agreed project timescales.

**Directorate Objective 5: Deliver effective governance and performance oversight**

No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
5.1	Well run council 7.2	<u>Standards investigation</u> Support and enable council governance: undertake standards investigations in relation to complaints against members, to promote whistleblowing, declarations of member and officer interests and work with Independent Members to ensure a consistent and robust application of the Council's Standards Procedure.	Apr 20	Mar 24	Executive Lead Officer - Strategy Governance & Law (Head of Legal Services)	Audit / Finance  Audit and Standards Committee	All CMT/ELT submitted a declaration of interest return All Member complaints completed in time. Whistle blowing cases acknowledged within 2 days and resolved within a month  Complaints completed on time and Reports to Audit and Standards Committee agreed
5.2	Well run council 7.2	Develop <u>Annual Governance Statement</u> taking account of Corporate Risk Assurance Framework (CRAF) to ensure clarity on where the organisation needs to strengthen governance to comply with the international standard for Good Governance.	Apr 20	Mar 24	Head of Performance Improvement and Programmes	Internal Audit All directorates	Annual Governance Statement approved and published on council website annually in accordance with statutory deadlines.

**Directorate Objective 5: Deliver effective governance and performance oversight**

No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
5.3	Measuring our progress <b>7.1.1</b>	<p><u>Business planning</u> Ensure robust set up and monitoring of business planning processes to enable the organisation to define how it delivers the best possible services for the city and to enable senior officers, Members and the public to understand how well services are being delivered as promised in the Corporate Plan and provide support and challenge as appropriate.</p> <p>Key performance indicators for each outcome will be monitored quarterly to make sure we are on track to deliver this council plan</p>	Apr 20	Mar 24	Head of Performance Improvement and Programmes	All directorates	All Directorate Plans and Service Plans finalised by April of every year. Reporting of progress of KPIs and Directorate Plans to evidence delivery of the Corporate Plan as per timetable. (quarterly to ELT and six monthly to the Policy & Resources Committee).
5.4	Well run council <b>7.2</b>	<p><u>Risk management</u> Lead the risk management process and reporting to identify and manage risks that affect achievement of the council's Corporate Plan, ensuring that the right actions are taken at the right time preventing failures, costs and reputational damage.</p>	Apr 20	Mar 24	Head of Performance Improvement and Programmes	All directorates	Reporting of Strategic Risks, Directorate Risks and City-wide risks as per timetable. (Quarterly to DMTs and ELT, risk focus item at all Audit & Standards Committee meetings, minimum annually to the City Management Board)

**Directorate Objective 5: Deliver effective governance and performance oversight**

No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
5.5	Well run council 7.2	Ensure each service in the directorate has an up to date and relevant <u>Business Continuity Plan (BCP)</u> in place.	Apr 20	Mar 24	Executive Lead Officer - Strategy Governance & Law (Head of Performance Improvement and Programmes)	Corporate BCP team	Good quality BCPs in place for all services, reviewed annually or sooner if there have been service changes

**Directorate Objective 6: Initiate, deliver and drive change to modernise the council and improve service to customers**

No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
6.1	Well run council <b>7.2.3</b>  Our Customer Promise <b>7.5.1</b>  Modernising council <b>7.4.3</b>	Modernisation Programme – deliver <u>Customer Experience modernisation</u> programme to strengthen consistency, resilience, efficiency and improvements in the way customer services are delivered across the council in order to increase customer satisfaction and deliver Customer Promise (We will make it clear how you can contact or access our services. We will be clear and treat you with respect. We will try to understand what you need and get things done.)	Apr 20	Mar 24	Head of Performance Improvement and Programmes	Customer Experience Steering Group Customer Experience Ambassadors All Directorates.	Customer satisfaction with the council in line with national benchmark measured via City Tracker, 1% Maintain complaints escalated no more than 10%, maintain compliments across the organisation to 1500. Monitor contact channels with a view to increasing digital contacts – digital contact 30% in 2021/22.
6.2	Modernising council <b>7.4</b>	<u>Corporate modernisation</u>  Proactive identification of opportunities that support modernisation of the council and ensure timely and effective set up, support and management of programmes and projects. This is to ensure pace, efficiency and delivery of cashable savings to minimises any adverse impact on customers	Apr 20	Mar 24	Head of Performance Improvement and Programmes	All departments	Effective implementation of Integrated Service and Financial Plan for the organisation i.e. all identified savings achieved for 2021/22

**Directorate Objective 6: Initiate, deliver and drive change to modernise the council and improve service to customers**

No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
6.3	Customer promise <b>7.5</b>	Directorate delivery of excellent customer services as per council's Customer Experience Strategy	Apr 20	Mar 24	Executive Lead Officer, Strategy Governance & Law (Head of Performance Improvement and Programmes)		Customer satisfaction and ease of access (survey) across SGL services; 80% complaints responded within 10 working days, escalation of complaints to no more than 10%, improved self-assessment score on Vision monitoring for external facing services (score of 4 or above by March 23)
6.4	Well run council <b>7.2</b>	Comply with the General Data Protection Regulation and the Data Protection Act 2018.	Apr 20	Mar 24	Executive Lead Officer - Strategy Governance & Law (Head of Performance Improvement and Programmes)	IT&D	<p>All assets are assigned to an information asset owner to be recorded on asset register and reviewed quarterly – March 2022</p> <p>All Internal Audits relating to data protection compliance in the service have judgements of at least 'Reasonable Assurance'</p> <p>All service redesign or system changes have answered the Data Privacy Impact Assessment triaging questions and completed an assessment if required</p> <p>All privacy notices reviewed and updated – March 2022</p>

**Directorate Objective 6: Initiate, deliver and drive change to modernise the council and improve service to customers**

No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
6.5	Modernising council 7.4	Modernisation Programme - Define and deliver Phase 2 of the <u>Enterprise Strategy</u> , in order for the council to be efficient and optimise income to support delivery of its priorities.	Apr 20	Mar 22	Head of Performance Improvement and Programmes (Corporate Portfolio Lead)	Members, CMDB, CFO, Heads of Service and support services	<ul style="list-style-type: none"> <li>▪ Delivery of actions from Phase 1 reported to CMDB bi-annually</li> <li>▪ Governance arrangements in place</li> <li>▪ Guidance available on The Wave</li> </ul>
6.6	Modernising council 7.4	Modernisation programme - Deliver the <u>Covid Recovery &amp; Renewal programme</u>	Apr 20	Mar 22	Head of Performance, Improvement & Programmes (Corporate Portfolio Lead)	Members, CMDB and R&R Working Groups	<ul style="list-style-type: none"> <li>▪ Updated programme scope and governance structure implemented by June 2021</li> <li>▪ Revised short to medium term recovery actions agreed and implemented by the deadline</li> <li>▪ Bi-monthly progress reports to P&amp;R (Recovery) Sub-committee</li> </ul>

**Directorate Objective 6: Initiate, deliver and drive change to modernise the council and improve service to customers**

No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
6.7	Well run council 7.2	Ensure that right <u>Personal Protective Equipment (PPE)</u> is available as needed to: <ul style="list-style-type: none"> <li>• Staff across the council</li> <li>• Individuals across the city in an emergency and on a short-term basis</li> <li>• External organisations across the city in an emergency and on a short-term basis with appropriate charging</li> </ul>	Apr 20	Mar 22	Head of Performance Improvement and Programmes	Health & Adult Social Care  Health & Safety team  Procurement team  All services	At least 90% of PPE requests are fulfilled within 5 working days

**Directorate Objective 7: Modernise Life Events Service to make it financially sustainable and provide high quality customer services**

No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
7.1	Well run council <b>7.2</b>	<u>Local Land Charges; HM Land registry:</u> Continue to ensure all property search information is provided accurately and promptly whilst working with Land Registry to provide local activity information; prepare for the transfer of local Land Register to Land Registry by 2024	Apr 20	Mar 24	Head of Life Events	Planning Highways Building Control Private sector Housing HM Land Registry Local Solicitors	BHCC LLC service fully comply with Land Registry data standards.  Accurate responses to all property searches within timescales.  Ensure Implementation Guidance available and followed. Continue to await further information to progress with the project. (Likely transfer later than 2023).
7.2	Modernising council <b>7.4</b>	<u>Bereavement services</u> Maximise income generation through modernised service delivery across all areas of Bereavement Services, including the Crematorium, managing the city's 8 cemeteries and assets within these cemeteries, as well as the city mortuary and administration of the Coroners Service for Brighton & Hove.	Apr 20	Mar 24	Head of Life Events	PIP Team Property & Design (Corporate Landlord) City Parks / Estates ESCC WSCC Sussex & Surrey Police	Propose new fees for 2022/23 Bereavement Services to be agreed by P&R Committee  Maximise income opportunities and achieve income targets for Bereavement Services as set in budget and monitored through monthly TBM, for 2021/22.  Introduce and benefit from new Bereavement software system with enhanced and streamlined services when implemented. (Implementation significantly delayed due to Pandemic restrictions. Specific date to be

**Directorate Objective 7: Modernise Life Events Service to make it financially sustainable and provide high quality customer services**

No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
							<p>identified with provider when there is a "road-map" to recovery).</p> <p>Continued work with Sussex Resilience Forum (SRF) in a pan Sussex approach to responding to the pandemic situation.</p>
7.3	Modernising council 7.4	<p><u>Registration service</u> Maximise income generation through modernised services across all areas of the Registration Service. Explore shared services through cross county / council working.</p>	Apr 20	Mar 24	Head of Life Events	Comms ESCC WSCC University Hospital Outside venue license holders and potential new ones General Register Office	<p>Achieve income targets for Registration Service as set in budget and monitored through TBM</p> <p>New fees proposed for 2022/23 agreed by P&amp;R Committee</p> <p>Continued provision of Government Tell Us Once (TUO)</p> <p>Work plan to re-introduce services when restrictions are lifted</p>

**Directorate Objective 8: Develop and engage with staff to deliver change within the directorate and across council services**

No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
8.1	Our Workforce 7.6	Develop the quality and impact of the Directorate's City and Council management and leadership	Apr 20	Mar 24	Executive Lead Officer – Strategy Governance & Law (Policy Partnership & Scrutiny Lead)	HR  Public Health Intelligence	Reduce Directorate sickness rates and improved return to work interview rates  % Improvement in staff survey index for the directorate  Improvement in PDP/121 completion rate to 80%  Results of Health & safety audits, minimum Reasonable assurance in audits  Measure of success for City-wide: to follow
8.2	Fair & inclusive council 7.3	<u>Fair &amp; inclusive – Services</u> Directorates to work proactively to understand, engage with and respond effectively to the city's diverse communities and its changing demographic.	Apr 20	Mar 24	Executive Lead Officer – Strategy Governance & Law (Equalities Coord – Communities)	Equalities Team	Service level actions are completed to timetable and monitored through the SGL DEDG and CEDG

**Directorate Objective 8: Develop and engage with staff to deliver change within the directorate and across council services**

No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
8.3	Fair & inclusive council <b>7.3</b>	<u>Fair &amp; inclusive – Workforce</u> Service managers will actively support the corporate aim of diversifying the workforce, recruiting and retaining staff from all the city's communities.	Apr 20	Mar 24	Executive Lead Officer – Strategy Governance & Law (Equalities Coord – Communities)	Equalities Team	Workforce profiles across all grades and contract types in line with corporate targets, service level actions are completed to timetable and monitored through the SGL DEDG and CEDG, Numbers of people recruited and percentage of those who are BAME or disabled at application, interview and appointment stages as monitored by HR, Number and percentage of leavers who are BAME or disabled, Percentage of managers who recruit who have been trained, % improvement in positive responses to 2021 staff survey questions relating to fair and inclusive index

**Directorate Objective 8: Develop and engage with staff to deliver change within the directorate and across council services**

No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
8.4	Well run council 7.2	<u>Budget management</u> Defined accountability across the directorate to ensure timely and effective budget management including the delivery of spend to save proposals	Apr 20	Mar 24	Executive Lead Officer – Strategy Governance & Law (Head of Performance Improvement and Programmes)	Finance Business Partner	Expenditure within agreed tolerance of demand-led/income dependent budget including delivery of savings proposals, summary of RAG ratings of corporate and directorate modernisation projects/programmes linked to the directorate, Effective functioning of Directorate Modernisation Delivery Board, all significant change proposals shared with the Advisory & Support Group, all significant change proposals peer reviewed by the Corporate Modernisation Delivery Board at key decision/review points.

**Directorate Objective 8: Develop and engage with staff to deliver change within the directorate and across council services**

No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
8.5	Well run council 7.4	Ensure Directorate has an up to date Health & Safety Risk Profile in place	Apr 21	Mar 24	Executive Lead Officer – Strategy Governance & Law	Corporate Health Safety and Wellbeing	Completed Health & Safety Risk Profile covering all services and identifies the highest priority risk areas and services within the directorate. Reviewed annually or sooner if there have been service changes, a significant incident or changes to national risk priorities.

**Budget: April 2021 to March 2022**

	<b>Functional Area</b>	<b>Budget 2021/22 £'000</b>	<b>Savings due 2021/22 £'000</b>
1	Corporate Policy	661	27
2	Legal	1,666	65
3	Democratic Services	1,772	33
4	Life Events	261	40
5	Performance Improvement & Programmes	589	37
6	Communications	675	35
	<b>Total</b>	<b>5,624</b>	<b>237</b>

**Risk: Strategy, Governance and Law as at February 25<sup>th</sup> 2021**

<b>Risk code</b>	<b>Corporate/ Directorate Plan Link</b>	<b>Risk title</b>	<b>Strategic or Directorate</b>	<b>Risk owner</b>	<b>Initial risk score</b>	<b>Revised risk score</b>
SGL SR 35	Directorate Objective: 5	Unable to manage serious risks and opportunities resulting from the impact of Brexit on the local and regional society and economy.	Strategic	Executive Lead Officer - Strategy Governance & Law	Red L5 x I4	Amber L4 x I3
SGL DR 02	Directorate Objective: 8	Unable to manage pressure resulting from reduced capacity (SGL's own savings) and increased demand (due to need to support other services) combines with Covid-19 response pressures e.g. timely consideration of school appeals	Directorate	Executive Lead Officer - Strategy Governance & Law	Red L5 x I4	Red L4 x I4
SGL DR 06	Directorate Objective 6	Inability to manage financial and other external challenges to Life Events services affects continued service provision to high standards especially in a Covid-19 situation	Directorate	Executive Lead Officer - Strategy Governance & Law	Red L5 x I4	Red L4 x I4