

**Title of meeting:** Governance and Audit and Standards Committee

**Date of meeting:** 11<sup>th</sup> March 2016

**Subject:** Performance Management update - Q3, 2015-16

**Report by:** Director of HR, Legal and Performance

**Wards affected:** n/a

**Key decision:** No

**Full Council decision:** No

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## **1. Purpose**

- 1.1 To report significant performance issues, arising from Q3 performance monitoring, to Governance and Audit and Standards committee and highlight areas for further action or analysis.

## **2. Recommendations**

- 2.1 The Governance and Audit and Standards Committee are asked to:
- 1) note the report;**
  - 2) note the overall improvement in quality of reports , and the commentary from the Deputy Chief Executive at section 6**
  - 3) comment on the performance issues highlighted in section 4, and governance issues in section 5, including agreeing if any further action is required**
  - 4) Agree the actions proposed in section 4.**

## **3 Background**

- 3.1 This report is part of the regular series of quarterly report highlighting significant performance issues across the organisation, and the second compiled in the new organisational structure. The report is based on the quarterly highlight reports prepared by Directors.
- 3.2 In compiling reports, directors were asked to consider:
- 1) Highlights
  - 2) Areas for concern
  - 3) Areas to watch
  - 4) Risks
  - 5) Projects

- 3.3 The previous meeting of GAS identified that the reports being received were falling short of the expectations of members, and it was asked that Directors were reminded of the expectations. It was agreed that full reports from Directors would be presented to the meeting, and that any Directors who did not provide a full report would be asked to attend in person to discuss the performance of their directorate. There was a request for more contextualizing information, to allow members to make informed judgements about the information presented. It was also made clear that the expectation is that reports cover the full breadth of Directorate activity. These messages were communicated to Directors, along with templates tailored to be more specific and ensure that there is broader coverage of activity.
- 3.4 It is clear that from the reports attached at Appendix 1, it is clear that there have been improvements in quality of reporting, and much more detail and analysis is provided.
- 3.5 As is usual, there are some common themes emerging from the reports:
- Highlights for services generally focus on the delivery of particular initiatives or milestones, and there are notable successes which members of GAS may wish to note including a number of improvements in service processes from Children's Social Care, supporting deficit reduction; and improvements in school attendance and the number of young people not in education, employment or training, and achievements of benchmark targets in a range of areas including health, planning and social care.
  - There are a number of areas of concern to Directors, and these are often in respect of the potential impacts of reduction in resource levels to maintain service levels, or sustain outcomes and around recruitment and retention of key skills. There are also some financial deficits highlighted, although these are all subject to recovery plans.
  - Continuing the theme, operational risks highlighted by Directorates focus on staff and resourcing issues, as well as impacts from policy or funding changes centrally.
  - There is comprehensive reporting on project progress and good progress across a range of infrastructure projects as well as service transformation projects.
- 3.6 Governance and Audit and Standards Committee are asked to consider the issues above, and also the summary highlight reports attached at Appendix 1, and agree where any further information or action is required.

#### **4. Next steps**

- 4.1 As reported, improvements to reporting have been made since the last quarter. The summaries now focus much more strongly and analytically on the five key areas, and include a sharper focus on risks and projects. This will continue to be developed for the next quarter. There are unfortunately still some gaps in the reports across areas of the council's activity.
- 4.2 For the next reporting (Q4) we will ask this to be presented alongside a "forward

look" for 2016/17, which will highlight the areas that will be tracked over the next year. This will enable members of GAS to monitor activity against an agreed baseline.

- 4.3 GAS is asked to agree that this is an appropriate direction of travel for future reporting.

## **5. Significant governance issues**

- 5.1 It was agreed at a previous meeting of the Governance, Audit and Standards Committee that significant governance issues arising from the most recent Annual Governance Statement would also be considered alongside the quarterly performance report. At the September meeting that considered the Annual Governance Statement, it was also agreed that an update would be received on the progress with building checks around legionella and asbestos.
- 5.2 The current situation is shown in the information attached at Appendices 2 and 3. The legionella reports include all Housing properties, all general fund buildings, the Port and educational properties within the traded services agreement. The asbestos report covers all buildings under the auspices of Property and Housing services.
- 5.3 In addition to this tracking, the Head of Property and Housing Service facilitated an external consultant to carry out an independent audit of the Corporate Legionella Policy and the associated council management systems. The aim of the audit was to verify compliance with legislation and gain independent advice where improvements can be achieved. The audit results were positive and recommendations were identified to further enhance the current management systems in place. We are also supporting the Legionella Co-ordinator for the Port to attend training on the role of the responsible person (management and technical).
- 5.4 The corporate legionella management team have adjusted their action plan to incorporate the relevant progress, actions and recommendations and further information will be included in the annual H&S report for the council's Employment Committee.

## **6. Comments from the Deputy Chief Executive**

- 6.1 Reports that have been received are of much improved quality and provide greater assurance around organisational performance than has previously been the case. The clarity of expectation from members of GAS in achieving this has been very helpful for all concerned.
- 6.2 These enhanced reports also support "smarter" ways of working in the organisation by bringing together reporting on risk and projects into one place and process.
- 6.3 The content of the reports clearly highlights challenges around resource and maintaining service or outcomes as resources reduce. What is not always clear

from the reports is where "tipping points" will be reached where services may become non-viable, or where a worsening trend becomes an area of critical concern and this will be explored as part of the baselining of Directorates for 2016/17.

## **7. Equality impact assessment (EIA)**

- 7.1 Any equality matters arising through performance or value for money consideration will be considered as a discrete process, as separate EIAs will be completed for these areas of work.

## **8. Legal Implications**

- 8.1 The report has incorporated legal implications and accordingly there are no other immediate legal implications arising from this report.

## **9. Finance Comments**

- 9.1 There are no financial implications to bring to member's attention at this stage. However, it should be noted that there could be further financial implications following further exploration of any of the performance issues raised in this report, and related future reports could result in financial implications. These will be flagged to members at the appropriate time.

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Signed by: Jon Bell, Director of HR, Legal and Procurement

**Appendices:**      **Appendix 1 - Summary of directorate performance issues**  
                             **Appendix 2 - Asbestos reporting**  
                             **Appendix 3 - Legionella reporting**

### **Background list of documents: Section 100D of the Local Government Act 1972**

The following documents disclose facts or matters, which have been relied upon to a material extent by the author in preparing this report:

<b>Title of document</b>	<b>Location</b>
1.Summary business plans	Individual directorates