

Title of meeting:	Governance and Audit and Standards Committee	
Date of meeting:	27 th June 2014	
Subject:	Performance Management Update - Q4, 2013-14	
Report by:	Head of HR, Legal and Performance	
Wards affected:	N/A	
Key decision (over £250k):		No
Full Council decision:		No

1. Purpose of report

- 1.1 To inform members of performance issues arising in the final quarter of the 2013-14 reporting period.

2. Recommendations

The Governance and Audit and Standards Committee are asked to:

- 1) note the report; and**
- 2) comment on the performance issues highlighted in section 4.**

3. Background

- 3.1 As previously reported to the G&A&S committee, Heads of Service have produced a series of business plans, summarised as "Plans on a Page" that are the bedrock of performance monitoring in the organisation. These summary plans generally contain:
- a statement of the way in which the service will contribute to shaping the great waterfront city
 - the 5-7 most critical things the service will deliver in the coming year
 - the key KPIs for the service
 - any other requirements from their Strategic Director (for example, risks)
- 3.2 For this reporting year, Heads of Service have provided performance updates against these summary plans on a quarterly basis.
- 3.3 A detailed summary of issues raised as part of the final quarter is attached as Appendix 1.

3.4 In as much as common themes emerge from the reports, it is clear that diminishing or insufficient resource is seen to be the key point. However, it is not clear from many reports (or indeed the root business plans) how the parameters around standards of delivery have been arrived at, and despite many debates around the idea of "tipping points" and quantifying impact, the reports do not in most cases provide clarity on these matters. This is an area that will be explored in more detail in the 2014/15 reporting period.

3.5 There is also a secondary issue around workforce planning and development, mentioned in a number of reports. The impact of welfare reform is picked up both by Revenues and Benefits and Housing and Property Services.

4. Areas for development

4.1 The process for reporting on performance, which for a period of time was looser, has now started to embed across the organization, and there is more rigour than has been the case for a few cycles.

4.2 We are now seeking to develop greater challenge and triangulation, looking at issues such as risk, customers and finance, as part of quarterly reporting. We are also analyzing business plans to check the extent to which these fit with corporate objectives and the existing budgetary and policy framework, and to ensure that the highest priority issues are reported appropriately.

5. Internal Audit review

5.1 An Internal Audit review has been carried out looking at performance management arrangements in the organization. Many of the issues highlighted as exceptions, or in the accompanying narrative, will be familiar to members of the committee from previous discussions on the matter, significantly the importance of bringing together a wide variety of information to ensure sufficient triangulation and challenge.

5.2 The report also highlights the need to ensure that the patchwork of arrangements across the organisation and its partnerships provides comprehensive coverage, and again, this is work that is underway as part of the business plan analysis. We are also undertaking assurance mapping to consider where senior officers and members gain their assurance on key points.

5.3 The audit also highlights the absence of the Port from current arrangements reported to Strategic Directors and members as part of the central corporate performance management framework, although there are management board arrangements in place, where Port performance is considered.

6. Equality impact assessment (EIA)

6.1 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.

7. Legal implications

7.1 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 members' 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, Head of HR, Legal and Performance

Appendices: Appendix 1 - Summary of service performance issues

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:

Title of document	Location
1. reports to, and minutes of, SDB meetings	Strategy Unit
1. Summary business plans	Strategy Unit

The recommendation(s) set out above were approved/ approved as amended/ deferred/ rejected by Governance and Audit Committee on 27th June 2014.

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Signed by: