

<b>Title of meeting:</b>	Governance and Audit and Standards Committee
<b>Date of meeting:</b>	15 <sup>th</sup> June 2017
<b>Subject:</b>	Performance Management update - Q1, 2017-18
<b>Report by:</b>	Director of HR, Legal and Performance
<b>Wards affected:</b>	n/a
<b>Key decision:</b>	No
<b>Full Council decision:</b>	No

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## **1. Purpose**

- 1.1 To report significant performance issues, arising from Q1 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 is asked to:
- 1) note the report;
  - 2) note the overall improvement in quality of reports,
  - 3) comment on the performance issues highlighted in section 3 and associated appendices, 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.
- 3.2 In compiling reports, directors are asked to consider:
- 1) Priority performance areas
  - 2) Projects
  - 3) Risks
- 3.3 Expectations have been shared with Directors that reports should cover the breadth of organisational activity and enable GAS to discern a picture of performance in the organisation. Directors have been asked to make use of readily understood RAG (red; amber; green) terminology to describe perspectives where:
- Green is improving; exceeding or on plan
  - Amber is no change or some degree of uncertainty about performance

- Red is deterioration; failing to achieve plan; or a high level of concern.

- 3.4 In order to make the key issues clearer to members, directors have been asked to provide summaries highlighting the issues the committee needs to be aware of (Appendix 1) with more in depth assurance around the management of performance, projects and risk, presented in further appendices.
- 3.5 It is clear that improvements in quality of reporting continue to be made, and much more detail and analysis is provided. What is notable is that even where service performance can be described more easily in qualitative rather than quantitative terms, there is clear work to place parameters around what the service area is seeking to achieve, and to describe what this looks like, to enable informed discussion. For the first time, there is a full set of reports from across the organization.
- 3.8 Governance and Audit and Standards Committee are asked to consider the issues raised in the Appendices, and agree where any further information or action is required.

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

- 4.1 As stated, improvements to reporting have been made since the last quarter. The summaries now focus much more strongly and analytically on the core performance indicators, and include a sharper focus on risks and projects. This will continue to be developed for the next quarter.
- 4.2 However, whilst the information provided is very extensive, the recent work by Internal Audit highlighted that the Directorate-specific nature of the reports does not necessarily help members to see which are the highest areas of impact in terms of achieving against the objectives of the organisation; and also noted that there are risks in terms of information that is missing, or difficult to triangulate. Officers will be carrying out more work on addressing this issue in the coming months.

#### **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.

#### **8. Finance Comments**

- 8.1 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 - Performance issues**
  - Appendix 3 -Projects**
  - Appendix 4 - Risks**

**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