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| Title of meeting: | Governance and Audit and Standards Committee |
| Date of meeting: | 14 th September 2018 |
| Subject: | Performance Management update - Q1, 2018-19 |
| Report by: | Director of HR, Legal and Performance |
| Wards affected: | n/a |
| Key decision: | No |
| Full Council decision: | No |

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 continued improvement in quality of reports from directorates;
 - 3) agree if any further action is required in response to performance issues highlighted

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. Reports should provide an indication of both current performance and trends. 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. A summary of strategic risks to the organization is also included as part of Appendix 4.
- 3.5 As well as individual issues, there are themes arising from the report that members of the committee may wish to consider. The first is that demand for services in key areas is rising, and this is putting pressure on service delivery. This is particularly apparent in "people" services including children's social care, for support in relation to special educational need and disability, adults' social care and housing.
- 3.6 The second significant theme is capacity. This is raised both in relation to resource available to address demand, but also the capacity to progress necessary change projects alongside the day to day service delivery pressures,
- 3.7 Finally, the scale of the financial challenge facing the Council is the biggest risk to providing sustainable public services. Funding reductions coupled with increasing demand (in particular Looked After Children) is causing overspending that is likely to increase the Council's savings requirements in the future if those services are unable to contain their costs.
- 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. Equality impact assessment (EIA)

- 4.1 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.

5. Legal Implications

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

6. Finance Comments

- 6.1 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 Performance

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 |
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