

RESOURCES AND PERFORMANCE SELECT COMMITTEE

18 October 2019

QUARTERLY PERFORMANCE REPORT (Q1 2019/20)



Purpose of report:

To update the Select Committee with the Q1 Performance Report 2019/20.

Background

1. As part of the Performance Management and Insight Transformation Project, the Council's performance and planning arrangements have been refreshed. A key part of this was the development of a Quarterly Performance Report to provide a comprehensive and holistic overview of the Council's performance, in order to track progress and identify areas for celebration or remedial action to ensure focus on achieving objectives.
2. The report has been developed through the Corporate Leadership Team (CLT) who identified a set of indicators to provide a high level overview of organisation performance. The report draws together multiple dimensions of performance so that relationships, interdependencies and disjunctions between them can be assessed. The dimensions (8 lenses) are: service delivery, our people, our customers, risk, finance, transformation, the Target Operating Model (TOM) and areas where rapid service improvement is required.
3. The Resources and Performance Select Committee saw the report for the first time at the July meeting, where the Quarter 4 (2018/19) Performance Report was shared. Quarterly Performance Reports will continue to be shared with Resources and Performance Select the Committee to ensure robust governance of performance.

Summary

4. The attached report summarises performance for Quarter 1 (April – June) 2019/20 covering:
 - Service delivery measures
 - People and customer measures
 - Finance and risk
 - Transformation and Target Operating Model (TOM)
 - Service improvement
5. A number of improvements to the report have been made since the last quarter including the introduction of:
 - A summary section showing the number of indicators rated red, amber and green
 - A 'tick' or 'cross' against indicators to show whether things are going well or when you compare the latest results with the previous quarter.

6. And a number of improvements are planned, or in progress, which will be evident in future reports:
 - The Leader has asked Cabinet Members to review the indicators in the report to ensure it meets their objectives
 - Work on the presentation of i) outstanding Audit recommendations follow-up, ii) monitoring the Risk Register and iii) service improvement progress, is in development and will be further iterated in Q2. In relation to (ii), a table in the report lists all risks currently on the Strategic Risk Register. An independent review of strategic risk management will focus on the risk assurance framework and raising the profile of risk across the organisation, which will inform the future strategic risk arrangements. This should take effect from Quarter 2.
 - Work is underway to review the existing transformation programme key performance indicators (KPIs) to ensure that the non-financial benefits of the Category A projects are clear and there is read across between mainstream service delivery and transformation objectives
 - A methodology will be developed for future reports to show areas of convergence and disjunction across the 8 lenses to generate insight.

7. The Quarterly Performance Report will continue to evolve as we work through challenges relating to data quality, multiple sources and systems from which the data is extracted from and service restructures. Work is also underway to develop more 'real time' and accessible reporting through the data visualisation software, Tableau.

Recommendations

8. The Resources and Performance Select Committee are asked to:
 - Note Q1 2019/20 performance
 - Provide feedback on the format of the report, noting that it is still evolving
 - Advise on any areas where follow up is required and/or where particular matters should be referred to other Select Committees for further investigation.

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