

# RESOURCES AND PERFORMANCE SELECT COMMITTEE

## 16 December 2019

### QUARTERLY PERFORMANCE REPORT (Q2 2019/20)

#### Purpose of report:

To update the Select Committee with the Q2 Performance Report (July – September) 2019/20.

#### Background

1. As part of the Performance Management and Insight Transformation Project, the Council's performance and planning arrangements have been refreshed for 2019/20. 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, people, customers, risk, finance, transformation, service areas where rapid service improvement is required and audit. Audit is a new lens, introduced in this Quarter Two report. The Quarter One report included a lens on the Council's Target Operating Model. The TOM is being embedded into the Council's strategy and key transformation projects. TOM reporting will therefore be consolidated into core performance metrics and programme delivery assurance, rather than as a separate lens.)
3. The Resources and Performance Select Committee reviewed the Quarter One 2019/20 Performance Report on 18 October 2019. Quarterly Performance Reports will continue to be shared with Resources and Performance Select Committee to ensure there is scrutiny of corporate performance.

#### Summary

4. The attached report summarises performance for Quarter Two (July – September) 2019/20 covering:
  - Service delivery measures
  - People measures
  - Customer measures
  - Finance
  - Risk
  - Transformation
  - Service improvement
  - Audit
5. The report presents progress against service delivery measures on pages three to eight of the report using green, amber and red ratings to report current performance against the expected target level as at Quarter Two. Targets are profiled across the year to take account of seasonal variations. These tables also use a 'tick' or a 'cross' to

show whether performance has improved or deteriorated compared to the previous quarter (Quarter One 2019/20) and also compared to the same time last year (Quarter Two 2018/19).

6. Of the 40 indicators in the report:
  - 8 are red
  - 11 are amber
  - 13 are green
  - 8 – setting a RAG rating is not currently deemed possible by the service or is in development
7. Since the Quarter One report, targets have now been set for:
  - ASC 3a – The total number of people with a funded package of care (Older People)
  - ASC 3b – The total number of people with a funded package of care (Learning Disabilities excluding transition)
  - RS 01 – Satisfaction with the way the council runs things
  - RS 02 – Satisfaction that the council offers good value for money
8. Children, Families, Lifelong Learning and Culture are currently working with HR and service teams to develop targets for non-RAG indicators and these will be presented within the next Quarter Three report.
9. Customer Services are reviewing the Customer Services 01 measure (ASC referrals to preventative services), so as to broaden the scope of preventative referrals made by the Customer Services Team and a target for this indicator will be set following this review. Following the redesign of highways defect reporting, which accounts for a significant proportion of online reporting, Customer Services are also establishing baselines and monitoring customer journeys for Customer Services 04 (Successful on-line completion rate) and will set a target in Quarter Four.
10. Further reporting improvements are planned, or in progress, which will be evident in future reports:
  - Cabinet Members will continue to review the indicators in the report to ensure it meets their objectives.
  - 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. The current listing of the Risk Register will be replaced with this new assurance framework once it is established.
  - Work is underway to review the existing transformation programme key performance indicators (KPIs) to ensure that the non-financial benefits of the projects are clear and there is read across between mainstream service delivery and transformation objectives.
  - A performance and insight officer group continues to meet each quarter to consider and report on areas of convergence and disjunction across the 8 lenses to generate insight.
  - Benchmarking information will be used by services to frame annual target setting for 2020/21 and that benchmarking information will be presented to the Resources and Performance Select Committee for review.

11. 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.

<b>Recommendations</b>
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12. The Resources and Performance Select Committee are asked to:
  - Note Q2 2019/20 performance
  - 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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