



POLICY AND RESOURCES SCRUTINY COMMITTEE (PERFORMANCE MANAGEMENT)

**MINUTES OF THE MEETING HELD AT PENALLTA HOUSE YSTRAD MYNACH ON
THURSDAY, 30TH OCTOBER 2008 AT 5.00 P.M.**

PRESENT:

Councillor J Taylor - Chairman
Councillor Mrs. M.E. Sargent - Vice Chairman

Councillors

H.A. Andrews, Mrs. A. Blackman, L. Binding, J.B. Criddle, L. Hughes, S. Jenkins,
Mrs. V. Jenkins, K. Lloyd, D.V. Poole, K.V. Reynolds, A.S. Williams, J.M. Wilson

Also present:

Councillors C Hobbs and C P Mann (Cabinet Members)

Together with:

C. Jones (Head of Performance and Policy), J. Jones (Scrutiny Co-ordinator), R. Roberts
(Section Head Performance Management), L. Rees (Performance and Policy Officer) and
G. George (Committee Services Manager).

APOLOGIES

Apologies for absence were received from Councillors D. Bolter, D.G. Carter, D.T. Davies,
K. Etheridge, J.E. Fussell and G. Jones.

1. DECLARATIONS OF INTEREST

There were no declarations of interest made during the meeting.

2. PERFORMANCE MANAGEMENT ARRANGEMENTS - AUTUMN 2008 - RISK ASSESSMENT MONITORING - CORPORATE SERVICES

The chairman welcomed everyone to the meeting and explained that in previous years the format of performance management meetings had centred on a specific service area presenting their performance targets and outcomes using the corporate electronic PIMS system. This had proved to be a helpful process in introducing members to the performance agenda and effective at challenging service managers.

Each directorate had produced an annual risk assessment that listed the important risks facing services and an assessment of the severity of the risk. This Committee was the first committee to have the opportunity to consider a directorate risk assessment, in this case Corporate Services, and had asked that a workshop be organised to consider what, if any, actions the committee should take on the directorate's risks.

The workshop, in which members split into three groups, considered each of the directorate risks in turn and agreed what, if any, actions needed to be taken. The outcome of their discussions are attached.

Approved as a correct record and, subject to any amendments or corrections agreed and recorded in the minutes of the meeting held on 20th January 2009, they were signed by the Chairman.

The meeting closed at 6.45 p.m.

CHAIRMAN

Service	Risk Description	Reviewed Risk Level - 2008/09	Scrutiny Recommendation/Action
Group 1			
IT Services	Existing demands of deploying Penallta House technologies across the organisation. Limited capacity to deliver new projects in 2008/09.	Medium = 12	A report which analyses demand and prioritises projects according to the 'benefit' of increased performance to service delivery.
IT Services	Adequate budget provision necessary to sustain and develop service provision	Medium = 12	Review high value business cases with a view to minimising costs. What is overall IT procurement budget? - Report requested
Property - Asset Management	Contractors not performing. Risk to the reputation of the service and the whole authority.	Medium = 9	Report requested from Procurement to include: scale of issue (are there problem in certain market sectors or contract value groups?), current contract incentive and management issues and an explanation of whether there is a consistent approach to evaluating contractor/supplier performance (post contract) across the Authority?
Property - Asset Management	Lack of accurate, accessible and timely property and management information. Poor Corporate Asset Management Planning.	Medium = 9	Report requested. What's the problem? What information is missing? How big is the problem?
Property - Asset Management	Lack of take up of Local Authority Energy Fund from service establishments.	Medium = 8	Report requested. As a first step a report is requested to explain the scale of funding available, likely savings for schools and how many schools have taken up the grant. Secondly, discuss the problem with the school budget forum before taking a view of further actions.
Property - Asset Management	Time sheets are not always completed. Lack of management information.	High = 16	Report to explain what is being done to manage service. Linked to 'Lack of accurate.....Asset Management Planning' risk above.
Performance Management Unit	We introduce new initiatives but fail to follow up on them and ensure they become embedded. Waste of resources and shows lack of commitment to those processes.	Medium = 12	Exception Reports requested
Performance Management Unit	Potential lack of compatibility between PIM's Software and the all Wales system Ffynnon. Could create duplication of work that would affect our resources.	Low = 2	Report requested on current position of Ffynnon functionality. Are we going to move from CorVu to Ffynnon, if so when?
Performance Management Unit	Monitoring the effectiveness of service self-assessment under the new flexible approach is a lot more difficult, but we need to look at new ways to make it happen. Service self-assessment not as robust as it should be.	Medium	Report requested on weakness of self assessment process. Link to 'We introduce new initiatives ... commitment to those processes' risk above.

Performance Management Unit	The over reliance on PMU support is a constant threat to our limited resources. Services will not become sustainable in managing their performance functions.	Medium	Each directorate to report to their scrutiny committee how they manage their performance and risks. Link to 'We introduce new initiatives ... commitment to those processes' risk above.
Policy Unit	Services/partners fail to recognise the priorities agreed in Community Strategy (and underlying principles of equalities and sustainable development) and/or the Improvement Plan and the role and importance of Area Steering Groups/ community partnerships.	High	LSB, or a representative, to come to committee to explain progress made on implementing Community Strategy and buy in with partners
Policy Unit	Resource allocation to be better aligned to service priorities. Failure to deliver on key services.	High	As above, a LSB representative to explain how financial resources are being allocated to deliver the community strategy priorities.
Policy Unit	Officers give low priority to Equality Impact Assessments/equality and fail to respond to consultation strategy. Equalities not embedded across the Authority.	High	Report requested to explain Terms of Reference of Executive Equalities Group, why the current problems exist and what is being done to resolve the problem. Executive Equalities Group minutes to be sent to P&R scrutiny.
Group 2			
Democratic Services	Failure to secure cross party political commitment to modernisation proposals. Failure to align ourselves with WAG directions.	Medium = 12	Requested a presentation for new members (available to existing as well) as to what the new modernising proposals are. Group wanted an update on what has happened to the 'modernising' group
Emergency Planning	Lack of co-operation from partners. Could undermine Emergency Planning arrangements.	Low = 8	Brief update on what is now in place (e.g.information sharing protocol). Minor point group felt this was a whole authority risk and not as assessed just for the service.
Electoral Services	New RON system of on-line registration proves problematic. Appointment system functioning irregularly.	Medium = 8	A brief report what the problem was and how it was resolved
Electoral Services	Loss of key staff; no clear succession planning/training. Service delivery impacted.	Medium = 12	Group linked this risk and the 2 below together and want a verbal report / presentation on what succession planning is taking place and does it include accredited training for staff.
Electoral Services	Decline in voter turnout. Lack of interest in local/national democracy.	Medium = 12	Presentation requested plus a copy of a previous report that showed the correlation between the decline in turn with canvassing round doors for census data and the change of count to a postal system.
Electoral Services	Loss of key staff in Electoral Services. Quality of service affected.	High = 16	Presentation required see above .

All Performance and Policy Division	Poor business planning, workload management and performance management. Quality of service.	Medium = 9	No specific action but brief verbal update requested from HoS to confirm these risks have been mitigated is welcome.
All Performance and Policy Division	Failure to identify efficiencies or loss of efficiency due to changes in the division (e.g. of typing/dispatch/Print from rest of the division). Increased budget pressures.	Medium = 12	
Legal Services	Loss of key member's) of staff either on a temporary or permanent basis. Disruption to service delivery.	Medium = 9	No action. Exception report required if problems escalate
Land Charges	Computerisation of Land Charges. Could lead to staff redeployment. System has now gone live and is reasonably well. However, there are concerns over the quality and accuracy of the data from other departments. As a result, paper copies are being kept as they cannot solely rely on the electronic copies.	Medium = 9	Group would like a verbal report and would like it to focus on the quality aspect and to understand resource implication of keeping duplicate systems, why data from other departments may be impacting on legal services and how are the 2 (paper and electronic) being reconciled.
Land Charges	The introduction of Home Information Packs in June 2007 could lead to vendors solicitors using specialist "HIP" providers, thus having a significant impact on the number of searches carried out by the Land Charges Section. Could lead to staff redeployment	High = 20	Group want to understand the scope of how bad this is, do we have a marketing strategy and in light of economic downturn how much has the picture worsened? Update asked for via a presentation.
Procurement Services	Value Wales (Procurement) Other Public Sector organisations failure to adopt Procurement as a Strategic function and therefore not investing in procurement activities. Fail to adopt V/W sourcing plan and WPC expansion. Failure to maximise collaboration	Medium	No action
Procurement Services	Maintaining current customer base and development good customer relationships. Loss of credibility of service.	Low = 6	
All Finance Services	Lack of understanding of the impact of under/over performance. Efficiency of service compromised.	Low	No action
All Finance Services	Sickness absence. Disruption to service delivery.	Low	Request for quarterly reports to P&R. Reports need to highlight short and long term sickness levels
All Finance Services	Staff turnover / secondments. Quality of service affected.	Low	Clearer definition of risk required particularly around the reference to secondments.

All Finance Services	Budget availability (own). Effectiveness of service impacted.	Low	No action
			General note: committee felt the risks identified by the finance service were not diverse or substantial enough and suggested that service managers should be directed to receive risk training
All Finance Services	Performance of software providers. Failure to realised benefits from IT investment.	Medium	Report requested from IT re: how does the council evaluate the return on its investment into IT?
Social Services Finance	Changes To Working Practices Within Home Care.	Medium	No action
Social Services Finance	Inconsistencies in levels of financial awareness.	Low	No action
Social Services Finance	Inability of some private providers to complete accurate & timely invoices. Budget monitoring less accurate.	Low	To be referred to Procurement Services. Procurement and Social Services should establish communication systems between them to address provider non compliance issues Report from Procurement on how we monitor provider performance. Could be linked to issue raised earlier via Property Services
Environment Finance	Corporate IT systems not suitable for DLO/DSO requirements.	Low	This risk should be combined with IT report above. Combining compatability issues with return on investment could result in a higher risk to the authority overall
Non-Domestic Rates	Availability of Magistrates Court time.	Low	No action
Council Tax/NNDR/Housing & Council tax benefit.	Financial constraint/lack of staff.	Low	No action
Internal Audit	Impact of non planned work / SI work	Medium = 9	No action
Personnel Services	The ability to recruit and retain employees in key groups. Threat to overall services delivery in some key areas.	High = 16	Report requested from HR on their anticipated impact of job evaluation on staff and how it will be managed, including retention and recruitment of staff. The report should also explain the reference to the development of 'Market Forces Supplements' as a means of mitigation of the risk' and how this may be applied.