



AGENDA ITEM NO. 2(1)

**POLICY AND RESOURCES SCRUTINY COMMITTEE
PERFORMANCE MANAGEMENT**

**MINUTES OF THE MEETING HELD AT PENALLTA HOUSE, YSTRAD MYNACH
ON THURSDAY 3RD JUNE 2010 AT 5.00 PM**

PRESENT:

Councillor Mrs. M.E. Sargent - Vice Chairman - Presiding

Councillors

H.A. Andrews, L. Binding, Mrs. A. Blackman, J.B. Criddle, G. Jones, D.V. Poole, J. Taylor,
A.S. Williams

Also present:

Cabinet Member Councillors A.J. Pritchard

Together with:

N. Barnett (Director of Corporate Services), G. Hardacre (Head of Human Resources and Organisational Development), P. Evans (Head of Information, Communications, Technology and Property Services), C. Jones (Head of Performance and Policy), L. Lucas (Head of Procurement), D. Perkins (Head of Legal Services), N. Scammell (Head of Corporate Finance), C. Jones (Head of Performance and Policy), C. Forbes-Thompson (Scrutiny Research Officer), H. Morgan (Senior Committee Services Officer)

APOLOGIES

Apologies for absence were received from Councillors D. Bolter, D.T. Davies, L. Hughes, Mrs. V. Jenkins, K.V. Reynolds and J.M. Wilson.

1. DECLARATIONS OF INTEREST

There were no declarations of interest received at the commencement or during the course of the meeting.

2. CORPORATE SERVICES DIRECTORATE: SERVICE DEVELOPMENT AND PERFORMANCE OUTCOMES FOR 2009/10

Consideration was given to the report which provided information on the key service development and performance outcomes for 2009/10 for the Corporate Services Directorate.

It provided details of performance against the service objectives set at the beginning of the year and performance against the national and key service performance indicators.

It was noted that the report was in two parts, performance outcomes (a summary of the key service objectives for the year) and performance indicators (the National and key indicators for service areas).

Prior to considering each of the service areas in detail reference was made to the reporting of the sickness absence figures and the data contained within the report. It was reported that the reduction of sickness absence has been a key target for managers this past year and will continue with the strengthening of sickness absence management arrangements following the introduction of improved policies and procedures which came into effect on 1 April 2010.

Reference was also made to the concluding of the single status pay negotiations, which led to the introduction of a revised pay and grading structure and reducing potential equal pay liabilities and the revision, negotiation and implementation of Core HR Policies, including changes to voluntary early severance arrangements; grievance; disciplinary and sickness absence and the people management strategy.

Consideration was then given to the specific service areas. In each case the relevant Manager outlined their performance outcomes based on objectives set for the year and responded to questions raised by Members on the details presented.

Human Resources – the Head of Human Resources and Organisational Development detailed those performance outcomes that have been achieved (conclusion of job evaluation/equal pay negotiations, determination of liabilities in equal pay/job evaluation, development of project timeline for implementation of new pay and grading structure and payments to staff on equal pay, harmonisation of terms and conditions of employment, alongside the introduction of the new pay and grading structure, the move to a centralised service centre for payroll and recruitment transactions) and those partly achieved (negotiate and proposals for revisions to people management framework, policy reviews of all HR policies, performance development reviews, managing competent performance and workforce remodelling strategies). He responded to a number of queries raised by Members during the course of the debate.

Legal Services - the Head of Legal Services detailed those performance outcomes that have been achieved (review, development and implementation of revised governance, introduction of revised financial regulations and standing orders arrangements and Maintain Lexcel accreditation) and those partly achieved/ongoing (Land Charges computerisation, further development of the case management system, further investigation of the possibility of shared services, improvement of induction arrangements and working with Assembly to produce Welsh Version of “Your Right to Buy”).

A query was raised specifically on the case management system and Mr. Perkins detailed the process in place to achieve the performance outcome. He also highlighted the computerised procedures which have been introduced and responded to a number of other queries raised by Members during the course of the debate.

ICT – the Head of Information, Communications, Technology and Property Services, detailed those performance outcomes that have been achieved (implementation of new communication strategy, delivery of review of communications, improvement in service management processes, update of ICT Strategy, protection of ICT assets, service improvements based on SOCITM benchmarking, improved accessibility to equality, launch of a new website, expansion of CRM solutions and the roll out of new sustainability techniques) and those that have been partly achieved (research ways to receive customer feedback,

complete an asset management review, delivery of new technologies, enable information sharing with Police and Health). He responded to a number of other queries raised by Members during the course of the debate.

With regard to the information sharing with Police and Health it was clarified that a number of protocols are already in place and others are in the process of being developed. Reference was also made to the delivery of new technologies with specific comment made in relation to the installation of equipment at Members properties/networking facilities. Mr. Evans confirmed that arrangements will be revisited following the next election when it is anticipated that a review of the facilities will be undertaken.

Reference was also made to the ongoing asset review of all Council facilities and was reported that this is being progressed. As part of the medium term plan proposals a seminar will be arranged for all Members in order that the findings can be discussed. It was suggested that in the event that facilities are declared surplus to requirements they should be offered to the community in the first instance and it was noted that this would be taken into consideration at the appropriate time.

Finance - the Head of Corporate Finance detailed those performance outcomes that have been achieved (development and implementation of a financial management strategy, identification of measurement of efficiencies, ensuring budgetary arrangements are in place to report accurately and in a timely way, ensuring performance is sustained in Council Tax collection and Housing Benefit administration, calculating, agreeing and implementing arrangements in respect of job evaluation, reporting to Council on the financial implications to determine options to retain or transfer housing stock) and those which were only partially achieved (review of internal trading arrangements, implementation of replacement sundry debtors system, development of a medium-term financial strategy). It was noted that the Task and Finish Group on Agile Working had not been progressed but would be convened once the draft agile working policy has been prepared. Mrs Scammell also responded to a number of other queries raised by Members during the course of the debate.

Procurement - the Head of Procurement detailed those performance outcomes that have been achieved (implementation of the roll out of Proactis, contribution to the Xchange Wales programme, improved procurement arrangements) and those partially or being achieved (implementation of improved procurement strategy, development and implementation of a sourcing plan for authority, contribution to the Value Wales agenda, evidencing procurement value for money). Specific reference was made to the implementation of an improved procurement strategy and it was noted that its content is currently being revisited. Mrs. Lucas also responded to a number of queries raised by Members during the course of the debate.

Consideration was then given to the national and key indicators for specific service areas. In each case the relevant Manager outlined their target figures and what has been achieved and responded to questions raised by Members on the performance data recorded.

With regards to Corporate Finance it was clarified that the Percentage spend against revenue budget was a new target and as such no actual figure was available.

In relation to human resources it was explained that whilst actual statistics were included it was not possible to show the target figures at this stage as there was no benchmarking data currently available. Once it does become available a further report would be presented.

Within Procurement members noted that many of the actual figures were above the targets set.

For ICT and Property Members expressed concerns at the data for Contact Centre Calls answered and were advised that high levels of calls for specific instances (refuse collection changes, flooding, snow) can have an impact on the overall data recorded. Lessons have been learned from these incidents and procedures have been put into place to deal with such instances in the future.

In relation to Legal Services the Head of Legal Services acknowledged the data contained within the report and in noting that some indicators are below target advised that three solicitors are currently on maternity leave and as such this had been anticipated.

Reference was made to the financial implications as detail on the report and Members were advised of the continuing reduction in the workforce as required by the budget strategy for 2009/10. Mr. Barnett pointed out that the budget strategy was based on the best information available at the time and at some point it will be necessary to revisit its content in order to determine priorities.

Officers were thanked for their presentation and for responding to the questions and issues raised by Members during the course of the debate. It requested that in future reports details of the outputs for the previous years should be include in order to provide a comparison.

The meeting closed at 6.15 pm.

Approved as a correct record and subject to any amendments agreed and recorded in the minutes of the meeting held on 20th July 2010, they were signed by the Chairman.

CHAIRMAN