

## REPORT TO AUDIT AND PERFORMANCE REVIEW PANEL

Title: **PERFORMANCE REPORT RESOURCES DIRECTORATE – CORPORATE SERVICES**

Date: 9<sup>th</sup> March 2009

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Wards affected: All Wards are affected either directly or indirectly by the services provided by the corporate services which form the Resources Directorate.

### 1. SUMMARY

- 1.1 This report sets out the approach to a number of aspects of performance management in the former corporate services area of the Council, now managed under the Resources Directorate and is the third such report following the previous reports from Learning and Care, and Community Services Directorates in August and September 2008 respectively.
- 1.2 The report provides Panel Members with three specific areas of performance management:-
- i. details in relation to a range of specific activities delivered by various units within the former Chief Executive's Directorate. These are largely a matter of record but give Members an understanding of the activity level in these areas. (Appendix 1).
  - ii. two examples of specific scorecards from the HR unit and Legal Services Unit. (Appendix 2).
  - iii. a summary of the 'lessons learnt' emerging from the implementation of the Balance Scorecards, introduced in all business units of the Council in July 2008, which are reviewed on a monthly basis with the Chief Executive (Appendix 3).
- 1.3 The framework for this performance report has been agreed with the Chairman of the Panel Cllr McBride, and refers to a number of drivers for change including the Annual Audit and Inspection letter 2008 and performance indicators from the 2008/09 National Indicator set. There are no Local Area Agreements (LAAs) in either the first round (2007-10) or second round (2008-11) which are specific to the units being considered within the Resources Directorate.

## 2. RECOMMENDATION

**That the Panel considers the report and confirms any specific actions required.**

What will be different for residents as a result of this decision?
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The approach to performance management adopted within those central corporate support services that are managed within the Resources Directorate will be more clearly understood, and activity level in relation to a number of corporate activities can be reviewed.
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## 3. SUPPORTING INFORMATION

### 3.1 Background

- 3.1.1 Following the corporate-wide re-structure of the Council implemented in December 2008 the corporate central support services are now provided very largely by the six business units within the Resources Directorate (Financial Services, Customer Management, Legal Services, ICT Services, Procurement & Efficiency and HR Services).
- 3.1.2 This Panel report considers performance from the Resources Directorate and Democratic Services which now forms a part of the Policy and Performance Unit.
- 3.1.3 The report is the third in the series instigated last August, whereby the performance of all areas of the Council will be reviewed by the Audit and Performance Review Panel as part of the Panel's wider programme of work to consider and improve overall performance across the whole organisation.
- 3.1.4 The services provided by central services are not well covered by either the National Indicators or LAAs, however, all units have a wide ranging series of Local Performance Indicators that are used to monitor and manage performance and help evaluate the role these central support corporate services provide to front line services.

### 3.2 The Balanced Scorecard for HR and Legal Services

The current Balanced Scorecards for HR Services and Legal Services Units are attached as Appendix 2.

### 3.3 The lessons emerging from the introduction of Balanced Scorecard

- 3.3.1 A number of factors have emerged from the development and implementation of the Unit based Balanced Scorecards across the Council. These are being used to further improve the Balanced Scorecards and will also assist with setting improved annual profiles for targets in future years.
- 3.3.2 The progress and emerging common features have been shared with our Relationship Manager from the Audit Commission as part of the evidence to demonstrate continued progress towards better Performance Management within RBWM.

3.3.3 It is clear from the feedback to date that the scorecards have helped further with early identification of service changes and challenges to achieving year end out-turns at the earliest possible opportunity. The application of standard evaluation methodology will also standardise performance measurement between units.

3.3.4 A significant area of development for the Scorecards is to link the Performance to the Risks associated with the work being measured.

3.3.5 The summary conclusions from the recent review are set out in Appendix 3

## 4. OPTIONS AVAILABLE AND RISK ASSESSMENT

### 4.1 Options

	Option	Comments	Financial Implications
1.	Discuss the report and identify any specific areas for further targeted improvements in performance management or specific service delivery standards.  4.1.1 <b>Recommended</b>	The report and appendices have been developed to provide Members with an understanding of the current performance and performance management measures in place in two specific units. Other Units can be considered in the future.	There are no direct financial (Revenue or Capital) consequences arising from this report. Any specific changes to performance identified will need to be considered on a case by case basis.
2.	To reject the report and seek an alternative report to outline the performance of central corporate services provided by the Resources Directorate.		Subject to the nature of the alternative requirements specified the financial implications will vary, but can be considered on a specific request basis.

### 4.2 Risk Assessment

4.2.1 No specific risk assessment has been prepared in preparation of this report, however all the support services undertake risk assessments as part of their service delivery and in the preparation of targets for performance measures. As outlined about one of the key lessons identified from the implementation of the Balanced Scorecards to date, is the need to link performance monitoring via the Balanced Scorecards by Unit, with the corporate and strategic risks included on the Corporate Risk Register. This work has begun and will be concluded within each Directorate.

## 5. CONSULTATIONS CARRIED OUT

5.1 All the Unit Managers and a number of their key staff, within the Resources Directorate and the Head of Democratic Services from within the Policy and

Performance Unit, have contributed to the contents of this report and the associated appendices.

**6. COMMENTS FROM THE OVERVIEW AND SCRUTINY PANEL**

6.1 The report is not due to be considered by an Overview and Scrutiny Panel.

**7. IMPLICATIONS**

7.1 This report does not address specific implications as such, but provides Members with information about the performance of a number of corporate central services now managed under the Resources Directorate.

Financial	Legal	Human Rights Act	Planning	Sustainable Development	Diversity & Equality
N/A	N/A	N/A	N/A	N/A	N/A

Background Papers:

Balanced Scorecards