

**RESOURCES & PERFORMANCE SELECT COMMITTEE  
NOTES OF PERFORMANCE MONITORING SESSION**

21 February 2023 at 2:00pm (Remote Meeting)

**Attendees:** Steve Bax  
Will Forster (Vice Chair in Chair)  
David Harmer  
Edward Hawkins  
Bob Hughes (Vice Chair)  
Robert King  
Steven McCormick  
Lance Spencer  
Lesley Steeds  
Hazel Watson  
Jeremy Webster  
David Lewis

**Officers:** Peter Dell'Osa, Head of Performance Insight  
Susan Grizzelle, Head of Customer Services  
Kunwar Khan, Scrutiny Officer  
Laila Laird, Democratic Services Assistant  
Louise Lawson, Strategic Finance Business Partner  
Adrian Stockbridge, Head of Portfolios  
Richard Supple, Performance Insights & Data Analyst  
Lee Thomas, DB&I Programme Manager

Apologies Nick Darby  
Anthony Samuels

**Key points raised during the discussion:**

The following key points were raised during the discussion:

**Subject Access / Freedom of information requests**

1. A Member expressed concern about the red indicator for Legal and Democratic Services: Responses to Data Protection Subject Access Requests at 63 per cent and asked how this key area was being addressed. The Head of Performance Insight explained that measures were reported monthly with occasional monthly spikes evident, and there was a focus to consider these areas before they became problematic. The report included new indicators relating to statutory obligations set by the Information Commissioner, which were led by the Director of Law and Governance.
2. A Member noted difficulties in contacting the team and asked if there had been a reduction in staff numbers. The Head of Performance Insight confirmed that the report noted recruitment issues. The Member suggested that response times to subject requests and freedom of information requests an area of focus of the Resources and Performance Select Committee and

the Vice Chair requested that this item be added to the Forward Work Plan for future consideration. **Action – Democratic Services Assistant.**

3. A Member noted the red indicator for Responses to Data Protection Subject Access Requests with Statutory timescales and suggested considering other relevant areas for improvement not captured in the report, including data handling, data management, data training, and any risks involved in continued low performance. The Head of Performance Insight welcomed requests from members for additional information and agreed to provide specific officer contacts to provide further support regarding this. **Action - Head of Performance Insight**

## **Transformation**

4. A Member asked if the efficiency improvements for each exercise had been considered and sought reassurances that reviews would be ongoing. The Head of Portfolios confirmed that this was the case and explained that from the new financial year, the contributing two programmes would move into business as usual with constant review planned.
5. A Member suggested that the Committee focus on elements of the ambitious transformation programme instead of other planned areas of work. The Head of Portfolios said that work to understand the non-financial benefits of delivery was underway and may be of interest to the relevant Select Committees for scrutiny if required.
6. A Member questioned how, with its overarching responsibilities, the Resources and Performance Select Committee could ensure that other Select Committees scrutinised relevant areas of the Transformation Programme within their remit. The Vice Chair in Chair suggested that the strategic focus of the Select Committee Chair and Vice Chair Group would be best place to discuss and manage this. The Head of Portfolios added that the remit of the Transformation Assurance Board chaired by the Leader of the Council included ensuring the delivery of transformation.

## **Residents survey**

7. A Member asked why certain indicators did not have a target. The Head of Performance Insight confirmed that three of the four indicators without targets related to the new resident survey which included questions that had not run previously. Initial rounds of surveys would be used to identify baseline figures to set future targets. The fourth indicator without a target was for business operations which may have been because the item did not lend itself to targets. A discussion took place about the methodology in place to undertake the residents' survey, and the Vice Chair requested a future briefing session be added to the Forward Work Plan. **Action – Democratic Services Assistant.**
8. A Member asked if comparisons against other councils took place, such as comparing resident surveys. A Member requested further information around

the four indicators with no target in place. The Vice Chairman said it would be useful to include an indication of the responses to similar questions for context. A member noted that there were no criteria against which to measure good responses and queried what the planned achievements would be. The Head of Performance Insight agreed to put members in touch with officers that would be able to provide further information regarding the resident's survey. **Action: Head of Performance Insight**

## **Benchmarking**

9. The Head of Performance Insight explained that this was currently being developed with the establishment of a benchmarking group that included other local authorities. The Head of Performance Insight added that the presentation to the Resources and Performance Select Committee of a benchmarking report was planned for September. **Action: Head of Performance Insight**

## **DB&I Programme**

10. A Member asked for clarification around Phase 4 – Testing of the ERP/SAP programme, noted in the main report. The DB&I Programme Manager explained that the program was two weeks into testing and about to go into the third week. There were 1,326 test scripts across all workstreams, with a support team and technology partners in place to address any issues or defects identified.
11. The Member queried how long the issues identified through testing would take to resolve. The DB&I Programme Manager said that issue queues were being reduced daily, with a clearer position available at the end of the third week of testing.
12. In relation to the ERP/SAP programme, a Member asked if Phase 5, Data migration into test was complete. The DB&I Programme Manager confirmed the completion of Phase 5 and added that Phase 6 - Dress rehearsal was planned to finish at the end of April 2023.

## **Finance**

13. A Member, noting the budget monitoring position report referencing £17 million of contingencies already used, asked how much had already been allocated from the overall contingency fund. The Cabinet Member for Finance and Resources confirmed that £20 million had been set aside, £3 million had been spent with the outstanding £17 million applied at a corporate level across the whole budget with no contingency remaining. The £17 million had not been allocated to individual directorates to ensure a continued focus on finding efficiencies within each budget envelope.

## **Date of next meeting:**

19 May 2023 at 10:00 am.

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