

	<p align="center"><b>Financial Performance and Contracts Committee</b></p> <p align="center"><b>2 July 2018</b></p>
<p align="center"><b>Title</b></p>	<p align="center"><b>Performance of back office functions</b></p>
<p align="center"><b>Report of</b></p>	<p>Commercial Director</p>
<p align="center"><b>Wards</b></p>	<p>All</p>
<p align="center"><b>Status</b></p>	<p>Public</p>
<p align="center"><b>Urgent</b></p>	<p>No</p>
<p align="center"><b>Key</b></p>	<p>No</p>
<p align="center"><b>Enclosures</b></p>	<p>None</p>
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<h2>Summary</h2>
<p>The remit of the Financial Performance and Contract Committee includes the responsibility for the performance of services other than those which are the responsibility of the Theme Committees. The purpose of this report is to agree the approach and forward work programme for the Financial Performance and Contract Committee’s review of the performance of services other than those which are the responsibility of the Theme Committees, referred to in this report as ‘back office’ services.</p>

<h2>Officers Recommendations</h2>
<ol style="list-style-type: none"> <li>1. That the Committee agree the approach and forward work programme for the Financial Performance and Contract Committee’s review of the performance of backoffice services</li> </ol>

## **1. WHY THIS REPORT IS NEEDED**

- 1.1 Item 1 of this Committee's meeting agenda is a governance paper which sets out that each Financial Performance and Contracts Committee agenda will have 3 parts; a Chief Finance Officer (CFO) report on the council's financial performance; a report on the performance of 'backoffice' services not covered by the remit of Theme Committees; and a report on the overall performance of key strategic contracts.
- 1.2 The purpose of this report is to agree the approach and forward work programme for the Financial Performance and Contracts Committee's review of the performance of services other than those which are the responsibility of the Theme Committees, referred to in this report as 'back office' services.
- 1.3 It is proposed that the performance of up to 2 back office functions are reviewed at each Financial Performance and Contract Committee meeting during the 2018-19 year. For each service, a report will set out the core purpose of the service, alongside the overall performance and KPIs associated with the service, the costs, and key challenges and planned service improvements where relevant.

	<b>Item</b>	<b>Proposed timeline</b>
a)	Agency spend	September 2018
b)	Legal services	December 2018
c)	Pensions	March 2019
d)	Major programmes including Benefit Realisation	March 2019

- 1.4 The work programme may, from time to time, be adjusted in consultation with the Committee's Chairman, to take account of new or emerging issues that require the attention of the Committee.

## **2. REASONS FOR RECOMMENDATIONS**

- 2.1 The compilation and review of a work programme for the Committee's review of back office functions is intended to assist the Committee to plan and manage its work across the municipal year.

## **3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 3.1 None.

## **4. POST DECISION IMPLEMENTATION**

- 4.1 Following the agreement of the approach and forward work programme for the Committee's review of the performance of back office functions, officers will prepare relevant reports for Committee in line with the work programme. Any alterations made by the Committee to its Work Programme will be published on the council's website.

## **5. IMPLICATIONS OF DECISION**

- 5.1 **Corporate Priorities and Performance**

5.1.1 The council's corporate plan (2018-19 addendum) sets out that the one of the council's core purposes is to work together to ensure quality services. The corporate plan also includes a focus on ensuring services are delivered efficiently to get value for money for the taxpayer. The Financial Performance and Contract Committee's role in scrutinising the performance of back office functions will support the objectives of achieving value for money and quality services.

## 5.2 **Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

5.2.1 The resource implications of each service considered by the Committee will be included in each relevant Committee report.

## 5.3 **Social Value**

5.3.1 The Public Services (Social Value) Act 2012 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. Before commencing a procurement process, commissioners should think about whether the services they are going to buy, or the way they are going to buy them, could secure these benefits for their area or stakeholders. The council's contract management framework oversees that contracts deliver the expected services to the expected quality for the agreed cost. Requirements for a contractor to deliver activities in line with Social Value will be monitored through this contract management process.

## 5.4 **Legal and Constitutional References**

5.4.1 Article 7 of the constitution sets out that, among other responsibilities, Financial Performance and Contracts Committee is responsible for:

- the performance of services other than those which are the responsibility of the Adults & Safeguarding Committee; Assets, Regeneration & Growth Committee; Children, Education & Safeguarding Committee; Community Leadership & Libraries Committee; Environment Committee; or Housing Committee; and
- the oversight and scrutiny of the council's major strategic contracts including (but not limited to):
  - Analysis of performance
  - Contract variations
  - Undertaking deep dives to review specific issues
  - Monitoring the trading position and financial stability of external providers
  - Making recommendations to the Policy & Resources Committee and/or Theme Committees on issues arising from the scrutiny of external providers

The content of this report is in line with these Constitutional responsibilities.

## 5.5 **Risk Management**

5.5.1 The council's Risk Management Framework is used to identify and respond to risks across all of the council's services. The review of the performance of the council's back office functions will further support the management of risk in relation to these services.

## **5.6 Equalities and Diversity**

- 5.6.1 Pursuant to the Equality Act 2010, the council and all other organisations exercising public functions on its behalf must have due regard to the need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; advance equality of opportunity between those with a protected characteristic and those without; promote good relations between those with a protected characteristic and those without. The relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. It also covers marriage and civil partnership with regard to eliminating discrimination.

## **5.7 Corporate Parenting**

- 5.7.1 In line with Children and Social Work Act 2017, the council has a duty to consider Corporate Parenting Principles in decision making across the Council. Any implications for on the Council's Corporate Parenting Responsibilities will be identified in each Financial Performance and Contract Committee report.

## **5.8 Consultation and Engagement**

- 5.8.1 Obtaining user feedback is a part of the contract management process to inform service delivery, service development and service improvement. This will be considered as part of the review of back office functions by this Committee and will be included in each report as applicable.

## **5.9 Insight**

- 5.8.1 Analysis of key information and data is part of the management of services. This will be considered as part of the review of back office functions by this Committee and will be included in each report as applicable.

## **6. BACKGROUND PAPERS**

- 5.8 None