

RB08-2022 – Transfer of Property Functions to KCC from GEN2 – Performance Management

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|----------------------------------|----------------|
| Audit Opinion | Limited |
| Prospects for Improvement | Good |

Property Services has been at the forefront of KCC’s response to the Covid-19 pandemic. Coincident with the transfer from GEN², Property Services had to manage the suspension of capital projects and essential maintenance during the first lock-down and the consequences to the Council’s plans to meet its obligations to provide school places. It also had to implement extensive measures to ensure that KCC’s offices were “Covid-secure” and it has had a key role in the introduction of KCC’s flexible-working practices.

This review found that Property Services collects and documents data about its activities. There is also extensive engagement with stakeholders. However, there was a low level of awareness of KCC’s Performance Management Toolkit. Consequently, the Service Areas have not adopted the guidance. Annual business planning has not considered objectives for business-as-usual activities and there have not been any recent reviews that confirm that Property Service’s performance indicators, including its corporate performance indicators, are fit for purpose.

Internal Audit’s overall Audit Opinion of Limited is based on the following Key Strengths and Areas for Development:

Key Strengths

- Across Property Services, there is extensive engagement with stakeholders. Except for the Facilities Management Service Area, the engagements focus on activities rather than performance.
- Where the four reviewed Service Areas have control over their resources, their monitoring of their activities is not overly dependent on either key individuals or bespoke systems.
- There is a procedure within the Infrastructure Division where risks reported on the risk management system, JCAD, are formally reviewed every two months through meetings between the Strategic Projects Manager and the officers responsible for the Division's risks. The results from these reviews are presented to the Division's Management Team.

Areas for Development

- Performance management across the four reviewed Service Areas does not accord with KCC's Performance Management Toolkit and Data Quality Policy, both of which are based on good practice for ensuring that performance information is fit for purpose.
- Property Services does not use performance information in a systematic way in its risk management reviews.
- Property Services has not tested the extent that its corporate performance and activity indicators are fit for purpose, focus on the delivery of business priorities, and provide a balanced view of the performance across the business.

Prospects for Improvement

Our overall opinion of **Good** for Prospects for Improvement is based on the following:

- Management have accepted the issues identified and appropriate action plans have been developed with action owners assigned.

Summary of management responses

| | Number of issues raised | Management Action Plan developed | Risk accepted and no action proposed |
|-----------|--------------------------------|---|---|
| High Risk | 2 | 2 | N/A |
| Medium | 1 | 1 | N/A |
| Low Risk | 0 | 0 | N/A |