


Agenda Item No:	6	
Committee:	Overview & Scrutiny	
Date:	28th November 2023	
Report Title:	O&S Panel Task and Finish Group	

1 BACKGROUND

1.1 At a meeting of the Overview and Scrutiny Committee on 17th January 2022 and during the discussion of the draft Business Plan for 2022/23 members requested the opportunity to consider the establishment of a task and finish group for the purpose of reviewing the Council's corporate performance indicators.

1.2 The Overview and Scrutiny Committee is permitted to establish an advisory/task group by virtue of paragraph 23.3 of the Council's Standing Orders which states as follows:

"The Council, Cabinet, Cabinet portfolio holder and any committee or panel may appoint such advisory groups as they may consider necessary from time to time and shall specify the purpose, duration and terms of reference of such advisory group, except that such advisory group shall be of a deliberative nature only and shall report back with or without recommendations to the body or person that appointed them".

1.3 At a meeting of the Overview and Scrutiny Committee on 9th May 2022, the following recommendations were agreed:

- the formation of a time-limited cross-party scrutiny task and finish group;
- the Terms of Reference for the proposed task and finish group (at Appendix 1);
- initial nominations for the membership of the task and finish group; and
- agreeing that the outcomes of the task and finish group should be presented back to Overview and Scrutiny Committee at a future meeting.

1.4 The aim of the established Task and Finish Group is to review the corporate performance indicators for the purpose of ensuring that they enhance the Council's corporate priorities and are both measurable and achievable in nature.

1.5 The cross-party Task and Finish Group, which it was resolved would be comprised of 3 members, was originally comprised of Cllrs Connor and Cllr Miscandlon with Cllr Hay as substitute and Councillor Booth with former Councillor Bob Wicks as substitute. However, due to a change in membership of the Overview and Scrutiny Panel after the Fenland Elections in May 2023, at the Overview and Scrutiny meeting on 26th June 2023, members agreed that that original members Councillors Booth and Hay would be joined by Councillor Woollard, and that Councillor Lucie Foice-Beard and Councillor Gerstner would be appointed as the new substitutes.

2 TASK AND FINISH GROUP ACTIVITY

- 2.1 The Task and Finish Group have held a series of sessions with officers to review each of the four corporate priorities outlined in the 2023/24 Business Plan: Communities, Environment, Economy and Quality Organisation.
- 2.2 At each session the Task and Finish Group discussed each priority and sub priority in detail to gain a better understanding of the current business plan and performance indicators.
- 2.3 Each sub priority was then evaluated individually to understand if there was a relevant performance measure and where this was recorded, and if there wasn't one, the reason behind this.
- 2.4 Wording of the priorities was also looked at, along with whether sub priorities and performance measures were delivered entirely by FDC, or whether FDC were part of a wider partnership.
- 2.5 For each of the current sub priorities in the 2023/24 Business Plan, the Task and Finish Group have made recommendations on how they think performance should be measured against each of the sub priorities. These are outlined in Appendix 1 of this report.

3 TASK AND FINISH GROUP RECOMMENDATIONS

On completion of the Task and Finish Group activity, the following recommendations are proposed for approval by the Overview and Scrutiny Panel:

- 3.1 To consider and agree the sub-priorities and performance measure recommendations outlined in Appendix 2 and as highlighted in purple so far as they relate to matters over which Fenland District Council have direct control;
- 3.2 agree that if approved, the recommendations in paragraph 3.1 should be presented for consideration by Cabinet as part of the draft Business Plan for 2024/25 for which consultation will commence in January 2024;
- 3.3 To consider and agree with the Task and Finish Group's sub-priorities and performance measure recommendations outlined in Appendix 2 and highlighted in yellow and grey so far as they relate to matters over which our partner organisations have direct control; and
- 3.4 agree that if approved, the recommendations in paragraph 3.4 should also be presented for consideration by Cabinet with a view to periodic updates being included within future portfolio holder briefings when available.

4 IMPLICATIONS

4.1 Legal Implications

4.2 There are no legal implications connected with the recommendations set out in this Report.

4.3 Financial Implications

4.4 There are no direct financial implications connected with the recommendations set out in this Report.

4.5 Equality Implications

4.6 The business plan and corporate priorities are designed to deliver and promote equal opportunities for all. The corporate performance indicators ensure that anticipated outcomes are met and provide opportunities for further improvement where issues are identified. These all contribute to the promotion of equal life opportunities for all.

5 APPENDICES

5.1 Appendix 1: Terms of Reference of the Task and Finish Group.

5.2 Appendix 2: Proposed Recommendations of the Task and Finish Group.

APPENDIX 1

TERMS OF REFERENCE

SCRUTINY TASK AND FINISH GROUP TO REVIEW THE CORPORATE PERFORMANCE INDICATORS

1. Membership

3 members to be comprised of 2 Conservatives and 1 opposition group with 1 substitute each.

2. Advisers

Peter Catchpole, Corporate Director with responsibility for Governance and s.151 Officer.

Amy Brown, Head of Legal and Governance and Acting Monitoring Officer.

David Wright, Head of Policy & Communications.

Linda Albon, Member Services Officer.

Relevant service leads.

3. Purpose

1.1. To review the corporate performance indicators in accordance with recommended practices.

1.2. To report back to the Overview and Scrutiny Committee with its findings and suggestions for the purpose of enabling members of that Committee to make appropriate recommendations for incorporation into the next draft Business Plan.

4. Scope

To identify and agree the parameters for establishing effective performance indicators with input from officers and reference to resources such as the Local Government Association's Performance Manager Councillor Workbook.

To identify good practice from other local authority areas particularly where similar objectives are required to be achieved for example the fulfilment of certain statutory functions.

To review existing corporate performance indicators on an area by area basis with a view to establishing whether they enhance the Council's corporate priorities and are measurable and achievable.

To make suggestions as to how the existing corporate performance indicators may be amended or replaced.

To understand the skills and resources which will be required across the Council and relevant stakeholder organisations to deliver agreed actions.

To suggest a prioritisation mechanism to ensure that any resultant suggestions are effectively targeted and delivered having regard to the skills and resourcing available.

5. Reporting & Timescales

The Scrutiny Task and Finish Group will report its suggestions to the Overview and Scrutiny Committee at its meeting on 28th November 2023 in order to ensure that any resultant recommendations can be incorporated into the draft Business Plan for 2024/25 which is due to be presented for consideration in February 2024.


Appendix 2


Corporate Priorities / Performance Indicators


Key:

Priority column = Corporate priority

Sub priority column =  FDC only sub priority

=  FDC & partners sub priority

O&S recommendation =  FDC only performance measure including frequency

=  FDC & partners performance measure by RAG status and PHB updates

Priority	Sub priority	O&S Recommendation
Communities	Support vulnerable members of our community	
	Enable residents to claim the Housing Benefit they are entitled to through our shared service (Anglia Revenues Partnership; ARP).	<ul style="list-style-type: none"> Days taken to process new claims to changes for Council Tax Support (monthly).
	Enable residents to claim the Council Tax Support they are entitled to through our shared service (Anglia Revenues Partnership; ARP)	<ul style="list-style-type: none"> Days taken to process new claims and changes for Housing Benefit (monthly).
	Support residents to manage the effects of the cost of living.	<ul style="list-style-type: none"> RAG rating & PHB updates of cost of living event feedback.
	Use our housing powers to prevent homelessness, reduce rough sleeping, meet housing needs, improve housing conditions and keep homes safe and accessible.	<ul style="list-style-type: none"> Total number of private rented homes where positive action has been taken to address safety issues (monthly). The proportion of households presenting to the Council as homeless whose housing circumstances were resolved through housing options work (monthly). Number of empty properties brought back into use (monthly).

	Encourage a range of partners to support the delivery of the Golden Age programme and support older people.	<ul style="list-style-type: none"> RAG rating & PHB updates of Golden Age events and feedback.
Promote health and wellbeing for all		
	Update the Council's Leisure Strategy in 2023 and work collaboratively with Freedom Leisure and other partners to deliver the Strategy	<ul style="list-style-type: none"> RAG rating & PHB updates
	Work collaboratively within the Integrated Care Partnership to tackle local health and wellbeing priorities to give people the information to enable them to make healthier choices	<ul style="list-style-type: none"> RAG rating & PHB updates
	Create healthier communities through activities developed by Active Fenland	<ul style="list-style-type: none"> Number of Active Fenland sessions delivered per year (monthly).
Work with partners to promote Fenland through Culture and Heritage		
	Work with local stakeholders to deliver an action plan to support the aims of the Creativity and Culture Strategy	<ul style="list-style-type: none"> RAG rating & PHB updates Value of Art's Council Grants achieved in Fenland (annual).
	Proportionate support and advice for community groups to hold safe and successful public events	<ul style="list-style-type: none"> RAG rating & PHB updates of SAG event feedback.

Priority	Sub priority	O&S Recommendation
Environment	Deliver a high performing refuse, recycling and street cleansing service	
	Work with partners, the community and volunteers to divert at least 50% of Cambridgeshire's household waste from landfill	<ul style="list-style-type: none"> Amend 50% target when nature of the new national indicators published (monthly)
	Maximise the value of materials collected for recycling, including through Getting It Sorted Recycling Champions	<ul style="list-style-type: none"> Income from Extender Producer Responsibilities (annual – when introduced)
	Deliver our effective, self-funding Garden Waste collection service	<ul style="list-style-type: none"> RAG rating & PHB updates on current costs Customer satisfaction (annual)
	Deliver clean streets and public spaces as set out in the national code of practice	<ul style="list-style-type: none"> Keep Britain Tidy methodology for percentage of clean streets (monthly)
	Work with key stakeholders to deliver an effective waste partnership and update the Cambridgeshire and Peterborough Waste Strategy	<ul style="list-style-type: none"> RAG rating & PHB updates (including new details from Defra)
	Work with partners and the community on projects to improve the environment and streetscene	
	Use education, guidance and Council powers to fairly enforce environmental standards and tackle issues such as fly tipping, illegal parking, dog fouling, littering and antisocial behaviour	<ul style="list-style-type: none"> Current Service Level PI's & PHB updates (monthly)

	<p>Ensure well maintained open spaces by working with our grounds maintenance contractor.</p> <p>Supporting community groups such as Street Pride, In Bloom, Green Dog Walkers and Friends of Groups</p>	<ul style="list-style-type: none"> As per contract with Tivoli Current Service Level PI's & PHB updates (monthly)
	<p>Work with Town Councils and the community to provide local markets and market town events</p>	<ul style="list-style-type: none"> Current Service Level PI's & PHB updates (quarterly)
Work with partners to keep people safe in their neighbourhoods by reducing crime & antisocial behaviour and promoting social cohesion		
	<p>Manage the Community Safety Partnership to reduce crime, hate crime and anti-social behaviour</p>	<ul style="list-style-type: none"> RAG rating & PHB updates
	<p>Support the Fenland Diverse Communities Forum to deliver the Fenland-wide Community Cohesion Action Plan</p>	<ul style="list-style-type: none"> RAG rating & PHB updates
	<p>Deliver the Community Safety Grant Agreement with the Police and Crime Commissioner</p>	<ul style="list-style-type: none"> RAG rating & PHB updates
Priority	Sub priority	O&S Recommendation
Economy	Attract new businesses, jobs and opportunities whilst supporting our existing businesses	
	<p>Work with external stakeholders, local businesses and the Combined Authority to attract inward investment and establish new business opportunities</p>	<ul style="list-style-type: none"> Economic Growth Strategy & PHB updates
	<p>Provide responsive business support to encourage business growth, job diversity, skills development and increased grants</p>	<ul style="list-style-type: none"> Value grants funding

	Promote and develop our Business Premises at South Fens, The Boathouse and Light Industrial Estates to encourage investment, business development, job creation and skills diversification	<ul style="list-style-type: none"> • % occupancy of Business Premises estates (monthly).
	Promote and enable housing growth, economic growth and regeneration	
	Enable appropriate growth, development and infrastructure through delivering a proactive and effective Planning service	<ul style="list-style-type: none"> • Annual Monitoring Report (annual) & PHB update
	Drive forward the development and delivery of new homes and commercial space by using our surplus property and land assets to deliver sustainable economic and residential growth	<ul style="list-style-type: none"> • % of major planning applications determined in 13 weeks (monthly). • % of minor applications determined in 8 weeks (monthly). • % of other applications determined in 8 weeks (monthly).
	Identify and bid for external funding that aligns with and supports our housing, economic and growth objectives	<ul style="list-style-type: none"> • RAG rating & PHB updates (including projects applied for, rejected and projects on the 'shelf')
	Promote and lobby for infrastructure improvements	
	Promote sustainable road, rail and concessionary transport initiatives to improve access to employment and local services	<ul style="list-style-type: none"> • RAG rating & PHB updates
	Engage with the Combined Authority and Cambridgeshire County Council on the feasibility and delivery of major road and rail infrastructure projects	<ul style="list-style-type: none"> • RAG rating & PHB updates

	Work with the Combined Authority to influence how housing and infrastructure funding is used to stimulate housing development and economic growth in the district	<ul style="list-style-type: none"> • RAG rating & PHB updates
Priority	Sub priority	O&S Recommendation
Quality Organisation	Governance, Financial Control and Risk Management	
	Maintain robust and effective financial standards, internal controls and organisational management.	<ul style="list-style-type: none"> • Clean bill of health from external audit (annual) via PHB update
	Comply with data protection and General Data Protection Regulation requirements.	<ul style="list-style-type: none"> • Data breaches reported to the ICO (annual) via PHB update
Transformation and Efficiency		
	Sustainably deliver required savings whilst pursuing transformation and commercialisation opportunities to ensure the organisation is fit for the future.	<ul style="list-style-type: none"> • Achievements against transformation project objectives via PHB updates
	Engage with the Combined Authority's Public Service Reform agenda.	<ul style="list-style-type: none"> • RAG rating & PHB updates
Performance Management		
	Set relevant and robust performance targets to ensure the effective delivery of Business Plan priorities.	<ul style="list-style-type: none"> • Covered by all Corporate Performance Indicators via PHB updates
	Report regularly on service performance to the Corporate Management Team, Councillors and the public.	<ul style="list-style-type: none"> • Covered by all Corporate Performance Indicators via PHB updates

Consultation and Engagement		
Appropriately consult with residents about our service and proposals as outlined in our Consultation Strategy.		<ul style="list-style-type: none"> Annual consultation plan to be coordinated and shared with key stakeholders, including Town & Parish Council's. Monthly updates via PHB.
Excellent Customer Service		
Maintain our Customer Service Excellence accreditation to ensure we continue to deliver the most effective service to our communities.		<ul style="list-style-type: none"> Customer Service Excellence report (annual). Update via PHB
Help residents to self-serve and access our services digitally to allow us to provide greater support for vulnerable customers and complex queries.		<ul style="list-style-type: none"> Total number of web hits and online forms (monthly). Number of online forms submitted via FDC Website (monthly).
Equalities		
Meet our Public Sector Equality duty by delivering the requirements of the 2010 Equality Act and 1998 Human Rights Act through our core service delivery and publication of a statutory Annual Equality Report.		<ul style="list-style-type: none"> Equality Report (annual). Update via PHB
Asset Management and Commercialisation		
Ensure our asset base is sustainable, suitable and fully utilised to maximise income opportunities and financial efficiencies.		<ul style="list-style-type: none"> Commercial Occupancy and Rent arrears (monthly).
Deliver our adopted Capital Programme in line with our Corporate Asset Management Plan to maintain the integrity and safety of our assets.		<ul style="list-style-type: none"> RAG status & PHB updates
Work jointly with public, private and third sector partners to improve access to our services, including from co-located facilities.		<ul style="list-style-type: none"> RAG status & PHB updates

	Continue with our Commercial Investment Strategy to make informed decisions about the purchase and management of property assets through Fenland Future Limited.	<ul style="list-style-type: none"> Measured by MTFS progress & PHB updates
	Workforce Development	
	Equip our workforce with the right skills to effectively deliver our priorities.	<ul style="list-style-type: none"> CSE accreditation in workforce development sections (annual) & PHB updates Number of apprenticeships (annual) & PHB updates
	Support and empower our staff to make effective decisions.	<ul style="list-style-type: none"> Staff survey (bi-annual) & PHB updates
	Enforcement	
	Use a fair and proportionate approach to improve living, working and environmental standards as set out in our Enforcement Policies.	<ul style="list-style-type: none"> Number of enforcement cases satisfactory resolved via PHB updates
	Health and Safety	
	Maintain effective Health and Safety systems to comply with relevant legislation and local requirements.	<ul style="list-style-type: none"> Health and Safety Report (annual) & PHB updates Audit and Risk Report (annual) & PHB updates
	Deliver all aspects of the Council's Health and Safety action plan to ensure the safety and wellbeing of our workforce, partners and wider community.	<ul style="list-style-type: none"> As above