



Council name	COTSWOLD DISTRICT COUNCIL
Name and date of Committee	Overview and Scrutiny Committee 21 st March 2023
Subject	Task and Finish Group – Performance Management and Reporting. Phase I Completion
Wards affected	All
Accountable member	CLlr Patrick Coleman - Chair of Task and Finish Group Email: Partick.Coleman@cotswold.gov.uk
Accountable officer	Bill Oddy Assistant Director – Commercial Email: bill.oddy@publicagroup.uk
Report author	Stuart Rawlinson Business Manager – Performance, Resources, Data, Growth Email: stuart.rawlinson@publicagroup.uk
Summary/Purpose	To provide the Overview and Scrutiny Committee with an update on progress for Phase I of the Task and Finish Group's Work.
Annexes	None
Recommendation(s)	<i>That the Overview and Scrutiny Committee:</i> <ol style="list-style-type: none"><i>notes the update and endorse recommendations contained within this report.</i><i>Recommends to Cabinet to develop and adopt performance indicators related to the areas included at Section 2.6 of this report; and work with Overview and Scrutiny to develop a programme for Phase 2 of this review.</i>
Corporate priorities	<ul style="list-style-type: none">• Deliver the highest standard of service
Key Decision	No
Exempt	No
Consultees/ Consultation	Councillors Andrews, Coleman, Cunningham Senior Officers at Cotswold District Council and Publica



1. BACKGROUND

- 1.1** As part of its programme of work during 2021/22, The Overview and Scrutiny Committee proposed the formation of a working group to make recommendations to the Cabinet in relation to the extant Key Performance Indicator Suite
- 1.2** This task and finish group was formed in Q.1 of 2022/23 with the express purpose of “Reviewing the current data provided as part of the quarterly performance report with a view to establishing whether it is fit for purpose, provides the information required and make recommendations to Cabinet on proposed changes to the data and presentation thereof.”
- 1.3** Delivery of this objective has been addressed through a multi-phase plan agreed by the working group consisting of:
 - 1.3.1** Foundation Phase: Review of Corporate Plan and alignment of indicators to council priorities
 - 1.3.2** Phase 1: Initial Review - Addressing any immediate improvements that could be made to KPI indicators and supporting information
 - 1.3.3** Phase 2: Detailed Review - A deeper, forensic assessment of services and current measures to support assurance to the Cabinet and management of services
- 1.4** The purpose of this report is to provide an update on progress made during Phase 1 and provide recommendations for changes to extant indicators and introduction of new metrics in Q1 2023/24.

2. MAIN POINTS (This title can be changed to suit the specifics of the report if appropriate)

- 2.1** Progress has been made over the winter, principally meeting with the remaining thematic areas to discuss recommendations.
- 2.2** The current position is that the group has completed delivery of meetings between service experts, Cabinet members, and the task and finish group in the following Portfolios:
 - 2.2.1.1** Leader
 - 2.2.1.2** Finance
 - 2.2.1.3** Climate Change and Forward Planning
 - 2.2.1.4** Health and Wellbeing



2.2.1.5 Development Management and Licensing

2.2.1.6 Corporate Services

2.2.1.7 Environment Waste and Recycling

2.2.1.8 Economy and Transformation

2.3 As mentioned previously, delivery has extended slightly beyond the original remit of Phase 1, as it quickly became apparent that discussion of immediate changes and improvements were intrinsically linked to the longer term review of assurance indicators. The resultant position is that both matters have been discussed, providing both the foundations for and reducing the burden on key personnel during Phase 2.

2.4 The main focus of the work has been amendments and improvements to the KPI framework, however, discussions have also led to the following recommendations:

2.4.1 Improvements in relation to the reporting style and way in which we report, which will be resolved through discussions with the Chief Executive

2.4.2 Improvements to the level of Management Information available, which will be resolved through work with the relevant Business Manager and Assistant Director.

2.5 The group has concluded that the current suite are, in the main, useful for demonstrating the performance of key headline services, but could be improved to cover a greater extent of the corporate plan, particularly when used in conjunction with the portfolio framework which reports on key projects.

2.6 Recommendations for amendment or enhancement of performance indicators have been proposed by the group in the following areas:

2.6.1 Climate and Forward Planning

2.6.1.1 Uptake of Carbon Literacy Training

2.6.1.2 Reduction in Scope 1&2 emissions against baselines

2.6.2 Health and Wellbeing

2.6.2.1 Number of visits to our facilities and services

2.6.2.2 Bookings by community groups

2.6.3 Development Management and Licensing

2.6.3.1 Successful communication with the applicant at key stages of a Planning Application

2.6.3.2 The percentage of commercial applications using the Pre-Application Service

2.6.4 Corporate Services

2.6.4.1 Removal of the calls picked up within 20 seconds indicator

2.6.4.2 Adoption of an average response time within GovMetric best practice (<2 minutes)



2.6.5 Environment Waste and Recycling

2.6.5.1 Missed bins per household

2.6.5.2 % of areas at risk of flooding which have adopted the Flood Warden scheme

2.6.6 Economy and Transformation

2.6.6.1 Removal of the Parking Enforcement Hours Metric

2.6.6.2 Metrics of footfall and vacant units in town centres

2.6.6.3 Occupancy and income (Finance Portfolio) of Car Parks

2.7 Some portfolios have not have not required additional KPIs during Phase I, as further work was needed to deliver the indicator and/or they were already well covered by KPIs

3. ALTERNATIVE OPTIONS

3.1 Nil

4. CONCLUSIONS

4.1 Pending confirmation of any changes to the Corporate Plan, that a recommendation is passed to the new administration to develop and adopt performance indicators related to the areas included at Section 2.6 of this report; and

4.2 The new administration work with Overview and Scrutiny to develop a programme for Phase 2 of this review.

4.3 Adoption of the above measures will meet the original objectives of the group by making recommendations to facilitate improved coverage of the corporate plan, doubling the number of strategic aims covered by KPIs

4.4 The following key milestones now form the immediate forward plan:

4.4.1 Agreement to the recommendations made within this report

4.4.2 Recommendations to adopt thematic indicators

4.4.3 Capture of the data pertinent to any enhanced indicators, which are accepted by The Cabinet

4.4.4 Any indicators formally adopted by will be deployed in Q1 of 2023/24.

5. FINANCIAL IMPLICATIONS

5.1 Nil

6. LEGAL IMPLICATIONS

6.1 Nil



7. RISK ASSESSMENT

- 7.1** The primary risk associated with the work of the group is associated with the availability and capacity of key personnel. Whilst being an exceptionally useful format to develop recommendations for enhancement of the KPI suite, it has proved challenging to achieve mutually agreeable group dates. As all sessions are now complete, this risk has been mitigated.

8. EQUALITIES IMPACT

- 8.1** No specific impact in relation to equalities has been identified during the group's work.

9. CLIMATE AND ECOLOGICAL EMERGENCIES IMPLICATIONS

- 9.1** The recommendations set out in the report would provide a greater visible focus within the KPI suite in relation to the key corporate priority "Respond to the Climate Crisis". For this reason, the recommendations are aligned to our work relating to the Climate and Ecological Emergency.

10. BACKGROUND PAPERS

- 10.1** The following documents have been identified by the author of the report in accordance with section 100D.5(a) of the Local Government Act 1972 and are listed in accordance with section 100 D.1(a) for inspection by members of the public:

- none.

- 10.2** These documents will be available for inspection online at www.cotswold.gov.uk or by contacting democratic services democratic@cotswold.gov.uk for a period of up to 4 years from the date of the meeting.

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