

Please note this meeting will be held remotely.

Tuesday, 16<sup>th</sup> August, 2022 – 10.00 a.m.

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## AGENDA

Page Nos.

1. **APOLOGIES FOR ABSENCE**
2. **DECLARATIONS OF INTEREST** In terms of Section 5 of the Code of Conduct Members of the Committee are asked to declare any interest(s) in particular items on the agenda and the nature of the interest(s) at this stage.
3. **MINUTE** – Minute of People & Communities Scrutiny Committee Meeting of 15th June, 2022 3 – 5
4. **SCRUTINY AT FIFE COUNCIL** – Report by the Head of Legal and Democratic Services 6 – 12
5. **SERVICE PROFILES** – Report by the Executive Director - Communities 13 – 21
6. **LOCAL GOVERNMENT BENCHMARKING FRAMEWORK PERFORMANCE INDICATORS** – Report by the Executive Director - Communities 22 – 25
7. **PEOPLE AND COMMUNITIES SCRUTINY COMMITTEE FORWARD WORK PROGRAMME** 26 – 27

**Members are reminded that should they have queries on the detail of a report they should, where possible, contact the report authors in advance of the meeting to seek clarification.**

Lindsay Thomson  
Head of Legal and Democratic Services  
Finance and Corporate Services

Fife House  
North Street  
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9 August, 2022

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**THE FIFE COUNCIL - PEOPLE AND COMMUNITIES SCRUTINY COMMITTEE –  
REMOTE MEETING**

15<sup>th</sup> June, 2022

10.00 a.m. – 10.30 a.m.

**PRESENT:** Councillors Eugene Clarke (Convener) Darren Watt, Blair Allan, Ken Caldwell, Alistair Cameron, Brian Goodall, Allan Knox, Donald Lothian, Julie MacDougall, Lynn Mowatt, Sam Steele, Bailey-Lee Robb, Ann Verner, Jan Wincott, Kathleen Leslie (substitute for Councillor Peter Gulline) and Gordon Pryde (substitute for Councillor Alex Campbell).

**ATTENDING:** Michael Enston, Executive Director - Communities;  
Helena Couperwhite, Service Manager - Committee Services and  
Michelle Hyslop, Committee Officer, Legal and Democratic Services.

**1. MEMBERSHIP OF COMMITTEE**

**Decision**

The Committee noted its membership as detailed on the agenda.

**2. APPOINTMENT OF CONVENER**

**Motion**

Councillor Verner, seconded by Councillor Mowatt, nominated Councillor Goodall as Convener.

**Amendment**

Councillor Knox, seconded by Councillor Lothian, nominated Councillor Clarke as Convener.

**Roll Call**

**For the Motion - 7 votes**

Councillors Blair Allan, Ken Caldwell, Brian Goodall, Lynn Mowatt, Bailey-Lee Robb, Sam Steele and Ann Verner.

**For the Amendment - 9 votes**

Councillors Alistair Cameron, Eugene Clarke, Allan Knox, Kathleen Leslie, Donald Lothian, Julie MacDougall, Gordon Pryde, Darren Watt and Jan Wincott.

**Decision**

Councillor Clarke was duly appointed as Convener of the People & Communities Scrutiny Committee.

**3./**

**3. APPOINTMENT OF DEPUTE CONVENER**

**Motion**

Councillor Verner, seconded by Councillor Mowatt, nominated Councillor Goodall as Depute Convener.

**Amendment**

Councillor Leslie, seconded by Councillor Knox, nominated Councillor Watt as Depute Convener.

**Roll Call**

**For the Motion - 7 votes**

Councillors Blair Allan, Ken Caldwell, Brian Goodall, Lynn Mowatt, Bailey-Lee Robb, Sam Steele and Ann Verner.

**For the Amendment - 9 votes**

Councillors Alistair Cameron, Eugene Clarke, Allan Knox, Kathleen Leslie, Donald Lothian, Julie MacDougall, Gordon Pryde, Darren Watt and Jan Wincott.

**Decision**

Councillor Watt was duly appointed as Depute Convener of the People & Communities Scrutiny Committee.

**4. CONSIDERATION OF MOTION**

**Motion**

Councillor Allan seconded by Councillor Goodall, submitted a motion requesting additional items to be added to the committee work programme. As this item was not on the agenda, it was agreed that a vote be taken on whether to accept the motion.

**Roll Call**

**For the Motion - 7 votes**

Councillors Blair Allan, Ken Caldwell, Brian Goodall, Lynn Mowatt, Bailey-Lee Robb, Sam Steele and Ann Verner.

**For the Amendment - 9 votes**

Councillors Alistair Cameron, Eugene Clarke, Allan Knox, Kathleen Leslie, Donald Lothian, Julie MacDougall, Gordon Pryde, Darren Watt and Jan Wincott.

**Decision**

Accordingly, it was agreed not to accept the motion.

5./

**5. REQUEST FOR ALTERNATIVE MEETING DATE**

Having noted that the next meeting of the Committee was currently scheduled for 1<sup>st</sup> September, 2022, the Committee requested that consideration be given to identify an earlier date to avoid undue delay in consideration of Committee business.

**Decision**

The Committee noted that an alternative date would be arranged.

16<sup>th</sup> August 2022

Agenda Item No. 04

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## Scrutiny at Fife Council

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**Report by:** Lindsay Thomson Head of Legal & Democratic Service

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**Wards Affected:** All

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### Purpose

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This report summarises the scrutiny framework at Fife Council. It provides information to members about the purpose of scrutiny activity and the approaches that could be adopted when carrying out scrutiny. It builds on introductory training which has been held for chairs and members of the scrutiny committees.

### Recommendation(s)

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It is recommended that Committee consider, comment on and challenge the content of the report.

### Resource Implications

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There are no direct resource implications arising from this report. Scrutiny activity is an essential part of the governance framework, and the costs of this activity should be met from existing budgets.

### Legal & Risk Implications

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There are no direct legal implications from the paper. The benefits that good scrutiny brings to the organisation will mitigate risk and drive improvement.

### Impact Assessment

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No impact assessment has been carried out as part of this report.

### Consultation

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This report has been considered by the Council's Executive Team.

## 1.0 Background

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- 1.1 Scrutiny is a critical part of the role of elected members and is part of the formal governance structure at Fife Council. The structure of formal elected member scrutiny was agreed at the Council meeting on 9 June 2022, when four scrutiny committees were constituted in the Committee Powers document. Convenors and Vice Convenors have been appointed and Lead Officers identified as set out below. Appendix 1 contains the full list of members of all scrutiny committees.

<b>Scrutiny Committee</b>	<b>Convenor</b>	<b>Vice Convenor</b>	<b>Lead Officer</b>
People and Communities	Cllr Clarke	Cllr Watt	Mike Enston
Finance, Economy & Corporate Services	Cllr Knox	Cllr Lawson	Eileen Rowand
Education	Cllr K Leslie	Cllr Boubaker-Calder	Carrie Lindsay
Environment, Transportation and Climate Change	Cllr Liston	Cllr Ellis	Ken Gourlay

- 1.2 Scrutiny committees will meet approximately every two months and each scrutiny committee will have a workplan which will create some structure for their meetings. Training and discussion sessions have been held for lead officers, chairs and all members nominated to sit on scrutiny committees. This report summarises some of the content of those sessions.
- 1.3 In the previous administration there were only two formal scrutiny committees – Environment, Finance and Communities Scrutiny Committee and Education and Children’s Services, Health and Social Care Scrutiny Committee. At the end of the administration elected members and officers were surveyed about the role and performance of the committee and only 72% of members who completed the survey felt that current scrutiny arrangements were effective in allowing members to scrutinise performance. Members expressed concerns about the lack of express power to properly investigate matters which may indicate a lack of protocol in this area rather than a lack of power. These concerns were amplified in committee effectiveness sessions held in April 2022, when members were clear on the need to have more engagement with the process of scrutiny and a clearer articulation of what is in the scope of the scrutiny committee, particularly with reference to partnership working.
- 1.4 This new Council administration provides an opportunity for a refresh of Fife Council’s approach to scrutiny in order to make the most out of the new structure and to ensure a consistent approach to scrutiny activity across all four committees.

This paper sets out a brief introduction to the theory of scrutiny and moves on to summarise approaches, options and considerations that the committee will have to engage with in “doing scrutiny”. It then identifies some further work that will be carried out to support scrutiny activity. Finally, a list of additional resources for members to draw on is provided at the end of the paper.

## 2.0 Approach

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### 2.1 Scrutiny in theory

Scrutiny provides an opportunity for councillors to hold decision-makers to account for their actions. This includes questioning decisions which are being planned – as well as those that have already been made. Although scrutiny committees do not have the power to change decisions their remit extends to referring recommendations to the Cabinet Committee and full Council if it is considered necessary.

#### 2.1.1 Principles of scrutiny

There is no one accepted definition of scrutiny. Its perhaps easier to define the role that scrutiny activity performs. This list has been adapted from the Local Government Information Unit (LGIU) publication on the role of elected members undertaking scrutiny.

1. To be a “critical friend”
2. To actively explore ways for the council to improve the decisions it makes (take the lead)
3. To identify how the council can prevent mistakes from being repeated.
4. To find ways to enhance the council’s performance
5. To influence positive change and
6. not to allocate blame. The Centre for Public Scrutiny (CfPS) adds amplifying the voice and concerns of the public to the list.

There are a number of ways in which these activities can be undertaken, including holding committee decisions to account, (both before implementation and after), undertaking policy implementation reviews, taking on topics identified by external scrutineers, considering performance monitoring reports and identifying assurance tasks, particularly in relation to topics of public concern.

#### 2.1.2 What scrutiny is not

It is also important when undertaking a scrutiny role to also be clear about what scrutiny is not. The LGIU is clear that the role of scrutiny is to be as much as “friend” as it is to be critical. It is also distinct from the Audit Committee function. All best practice guides suggest that prioritising party political considerations in the scrutiny setting do not support good scrutiny arrangements. A positive culture supporting scrutiny activity is inherent to its success.

#### 2.1.3 Why scrutinise?

In many instances of significant organisational failure, the lack of effectively scrutiny has been identified in the subsequent reviews into those failures. Examples include Mid Staffordshire, where death rates were significantly higher than the national average but went unchallenged and Rotherham where a culture of child sexual exploitation was prevalent but not addressed.

Scrutiny committees should always consider the impact that they wish to make, identifying when planning and undertaking work the improvements to performance or policy enhancements that it anticipates by carrying out the scrutiny role. The focus needs to be on improving outcomes rather than reviewing activity. Indeed, some guides to scrutiny, including that of the Improvement Service, describe the process of scrutiny as creative, innovative and purposeful, in addition the more traditionally understood concepts of performance and improvement monitoring. Consideration must also be given to what is proportionate and what activity will derive the biggest benefit given resource considerations.

There are other activities which are closely aligned with scrutiny, benchmarking is a good example and is covered in more detail further in the agenda.

Finally, the committee should be aware of any external planned scrutiny. This does not just relate to the internal and external audit function but to the national scrutiny plan including bodies such as the Care Inspectorate, Education Scotland, the Accounts Commission and Audit Scotland.

## **2.2 Scrutiny in practice**

### **2.2.1 Fife Council framework**

In carrying out a scrutiny function it is important to be clear that the activity undertaken is within the approved Fife Council framework. The Council approved the Committee powers document which sets out the role and remit of the scrutiny committees, so all scrutiny activity should be in accordance with the remit and powers set out in that document. Standing Orders also set out important processes for the scrutiny committees including the operation of the “call in” function. Fife Council has agreed an approach of using a work plan to set out and focus the work of the committee and it’s important that committees use this plan to drive their agenda. Each Scrutiny committee will have a lead officer who will work with the chair and wider committee to support the scrutiny role. Finally, scrutiny committees will be expected to report back to full Council on their activities periodically.

### **2.2.2 Doing scrutiny**

#### ***Who***

Every elected member has a responsibility to engage with scrutiny even if not formally nominated to the scrutiny committees. However, the scrutiny committees are often the focus for this kind of work. The Convenor of the committee will be required to provide leadership and direction to the committee, create a constructive culture for scrutiny activities and maintain a non- party political, activity-focussed environment. There are a number of roles that support the scrutiny function, including the lead officer and committee officer. In addition, when undertaking scrutiny activity, committees will be able to take advantage of the powers available to it to invite and request attendance at the committee.

#### ***What***

The importance of a workplan cannot be overstated and the committee will begin to develop its workplan from the first meeting of the committee. There will be items of regular business on the workplan but it will be development of the agenda driven by members that will add real value to the work of the committees. In this regard horizon scanning and reviewing and monitoring the work of the Cabinet Committee should contribute to the development of the agenda.

#### ***How***

Committee members will be required to gather and use evidence in their scrutiny activity. Asking questions and listening will be keys skills that can be development and enhanced with further training, if required.

## **2.3 Scrutiny Improvements**

There are a few local authorities who have developed a Protocol on scrutiny which sets some of the practical considerations when committees are carrying out investigative scrutiny in particular. This will a useful addition to Fife Council’s governance, and it is proposed to include criteria to assist the committee to select topics for scrutiny, information on how to conduct a policy review and scrutiny techniques.

In addition, a programme of regular training and personal reflection and development sessions to support members undertaking the scrutiny should be scheduled.

## 3.0 Conclusions

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- 3.1 This brief paper provides an introduction to scrutiny for members newly appointed to the Council's four scrutiny committees. It is hoped that it will prompt some discussion and reflection on the role and approach of the committees. There are two area of work that will also be taken forward; the development of a protocol and ongoing training, that should be considered in discussion.

### List of Appendices

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1. Scrutiny Committee membership

#### Background Papers

The following papers were relied on in the preparation of this report in terms of the Local Government (Scotland) Act, 1973:-

Audit Scotland Local Government in Scotland; Overview 2022 Supplement 1

LGIU An Introduction to Overview and Scrutiny June 2021

Briefing : CLG Select Commitete report on the eeffectiveness of local authoity overview and scrutiny committees February 2018

CfPS Good Scrutiny Guide 2019

Improvement Service – Elected Member Notebook – Scrutiny 2018

Report Contact

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## Appendix 1 Committee membership

<b>Fife Council Scrutiny Committees</b>	<b>Membership</b>
<b>Education Scrutiny Committee</b>	<ol style="list-style-type: none"> <li>1. Naz Anis-Miah (SNP)</li> <li>2. Lynn Ballantyne-Wardlaw (SNP)</li> <li>3. Aude Boubaker-Calder (LIB DEM)</li> <li>4. Patrick Browne (LAB)</li> <li>5. John Caffrey (LIB DEM)</li> <li>6. Ian Cameron (LAB)</li> <li>7. Colin Davidson (LAB)</li> <li>8. Dave Dempsey (CONS)</li> <li>9. Sean Dillon (LIB DEM)</li> <li>10. Linda Erskine (LAB)</li> <li>11. Alycia Hayes (SNP)</li> <li>12. Louise Kennedy-Dalby (SNP)</li> <li>13. Kathleen Leslie (CONS)</li> <li>14. Lynn Mowatt (SNP)</li> <li>15. Sarah Neal (SNP)</li> <li>16. Daniel Wilson (SNP)</li> </ol>
<b>Environment, Transportation &amp; Climate Change Scrutiny Committee</b>	<ol style="list-style-type: none"> <li>1. Tom Adams (LAB)</li> <li>2. Naz Anis-Miah (SNP)</li> <li>3. Aude Boubaker-Calder (LIB DEM)</li> <li>4. Rod Cavanagh (SNP)</li> <li>5. Al Clark (LIB DEM)</li> <li>6. Graeme Downie (LAB)</li> <li>7. Gavin Ellis (CONS)</li> <li>8. David Graham (LAB)</li> <li>9. Jean Hall-Muir (SNP)</li> <li>10. Stefan Hoggan-Radu (SNP)</li> <li>11. Andy Jackson (SNP)</li> <li>12. Jane-Ann Liston (LIB DEM)</li> <li>13. Derek Noble (LAB)</li> <li>14. Nicola Patrick (SNP)</li> <li>15. Darren Watt (CONS)</li> <li>16. Daniel Wilson (SNP)</li> </ol>
<b>Finance, Economy &amp; Corporate Services Scrutiny Committee</b>	<ol style="list-style-type: none"> <li>1. Alie Bain (SNP)</li> <li>2. Lynn Ballantyne-Wardlaw (SNP)</li> <li>3. Auxi Barrera (SNP)</li> <li>4. Ian Cameron (LAB)</li> <li>5. Rod Cavanagh (SNP)</li> <li>6. Eugene Clarke (LIB DEM)</li> <li>7. Colin Davidson (LAB)</li> <li>8. Sean Dillon (LIB DEM)</li> <li>9. Graeme Downie (LAB)</li> <li>10. Stefan Hoggan-Radu (SNP)</li> <li>11. Allan Knox (LIB DEM)</li> <li>12. Robin Lawson (CONS)</li> <li>13. James Leslie (CONS)</li> <li>14. Gordon Pryde (LAB)</li> <li>15. Alistair Suttie (SNP)</li> <li>16. Ann Verner (SNP)</li> </ol>

**People & Communities Scrutiny Committee**

1. Blair Allan (SNP)
2. Ken Caldwell (SNP)
3. Alistair Cameron (LAB)
4. Alex Campbell (LAB)
5. Eugene Clarke (LIB DEM)
6. Brian Goodall (SNP)
7. Peter Gulline (CONS)
8. Allan Knox (LIB DEM)
9. Donald Lothian (LIB DEM)
10. Julie MacDougall (LAB)
11. Lynn Mowatt (SNP)
12. Bailey-Lee Robb (SNP)
13. Sam Steele (SNP)
14. Ann Verner (SNP)
15. Darren Watt (CONS)
16. Jan Wincott (LAB)

16<sup>th</sup> August, 2022

Agenda Item No. 05

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## Service Profiles – People & Communities

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**Report by:** Michael Enston, Executive Director, Communities Directorate

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**Wards Affected:** N/A

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### Purpose

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This report provides information for elected members on the roles and functions of the Council services that are most relevant to remit of the Scrutiny Committee

### Recommendation(s)

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It is recommended that members note the information provided on the aims and functions of these services and consider the key challenges listed as part of their scrutiny role.

### Resource Implications

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None

### Legal & Risk Implications

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There are no legal and risk implications.

### Impact Assessment

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An EqIA is not required as this report does not propose any changes to policies or services.

### Consultation

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Heads of service were consulted on the relevant profile.

# 1.0 Profiles

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The attached service profiles provide a broad overview of the services relevant to the scrutiny committee. This includes a summary of the aims of the service and the key functions it undertakes. A key challenges sections provides information on significant change and major issues that should be considered as part of the scrutiny process.

## **APPENDICES.**

### **Appendix 1. Service Overviews**

#### **REPORT CONTACTS:**

William Penrice

Research Manager, Communities

[William.penrice@fife.gov.uk](mailto:William.penrice@fife.gov.uk)

# Service Overview – Housing & Safer Communities

**24%** of households in fuel poverty in 2021/22

48% Homeless allocations  
23% Housing List allocations  
29% Transfer allocations

**89%** of properties meeting EESSH in 2021/22

## Service Aim

We aim to provide everyone with access to good quality, affordable decent housing that meets their need and aspirations. Beyond that we want to improve the quality of life for people across Fife and we work with many different organisations, including tenants’ groups, to try to make that happen.

We have the following key roles:

- Manage landlord services to 30,500 houses in the kingdom
- Support and assist 2,500 homeless households a year
- Lead the development and implementation of the Local Housing Strategy to improve across-tenure housing conditions in Fife
- Seek to lift our tenants and other housing customers out of poverty

## Service Functions

- Local Housing Strategy Development
- Housing Estates & Safer Communities
- Area Housing Operations
- Housing Condition & Supply
- Housing Access & Homelessness
- Housing, Health and Social Care & Older Persons
- Income, Poverty & Private Housing

## Key Challenges

- A fuel poverty working group has been set up to look at how we can reduce Fuel Poverty for Council tenants this Winter
- A New ‘Pathway to Improvement’ was agreed based on 3-year target for improvement in housing services and will be monitored annually through Scrutiny Committee.
- Homeless applications remain stable but are expected to rise as the cost-of-living crisis deepens over the rest of this year.
- Current focus is on mitigating the recent Kirkcaldy Sheriff Court Judgement on occupancy of temporary accommodation. This means that all current 700 scatter flats will be flipped to secure tenancies over the next 12 months and new temporary accommodation sourced. Over this period, there will be a significant impact on the available letting stock as we source new accommodation. Housing Services looking to enhance annual property acquisitions to assist.
- An Energy Efficiency Social Housing 2 Delivery Plan is under development to meet the Scottish Government standard by 2032. This is likely to be at significant cost to the council and tenants over this period.

## Service Overview – Customer and Online Services

**87%** Calls answered of those offered in June

**13,000** Transactions carried out by Customer Service Centres in June

**£221,437** Crisis grants awarded in June

<p><b>Service Aim</b></p> <p>We aim to make it easier for customers to do business with the council.</p> <p>As well as providing direct customer service, we also design and manage processes and systems to improve the customer experience across the organisation. This includes providing access to a wide range of services delivered by the council and its partners and managing the council's website.</p>	<p><b>Service Functions</b></p> <ul style="list-style-type: none"> <li>• Contact Centre</li> <li>• Customer Service Centres</li> <li>• Scottish Welfare Fund</li> <li>• Online Solutions</li> <li>• Revenues (Assessment)</li> <li>• Revenues (Collection)</li> <li>• Information Management &amp; Requests</li> <li>• Escalations</li> </ul>
<p><b>Key Challenges</b></p> <ul style="list-style-type: none"> <li>• Make changes so the contact centre and fife.gov.uk are seen as part of the same mechanism for dealing with customer information and transactions</li> <li>• Moving the customer service approach to deal with more detailed advice and interactions and move the simpler transactions online</li> <li>• Continued cost of living crisis will continue to put pressure on assessment, collections and crisis grants</li> <li>• Improve and increase online offerings and make changes so the contact centre and fife.gov.uk are seen as part of the same mechanism for dealing with customer information and transactions</li> <li>• Ensuring that services are working to, and aware of, the statutory requirements and tight timescales</li> </ul>	

## Service Overview – Communities and Neighbourhoods

£497 average Hardship grant paid in 2021/22

30,339 attendances at Active Fife facilities in June

85% engaged with Job Clubs who feel more positive about meeting benefit conditions

£3.5m annual investment through local community planning/anti-poverty work

£7.5m capital investment from 2017-23

### Service Aim

To deliver:

- People and Place Leadership
- integrated community services
- community learning, engagement and capacity building
- anti-poverty and community planning
- community investment
- projects and programmes and the development of community assets
- Physical activity, sport, golf, culture, leisure, countryside and greenspace with the council's Trusts and local communities
- Area regeneration and development

### Service Functions

- Community Learning & Development
- Community Management
- Halls, Centres and Community Use Schools
- Sponsor service for Fife Sport and Leisure Trust, Fife Culture Trust, Fife Golf Trust and Fife Coast and Countryside Trust
- Community Investment
- Research
- Physical Activity, Sports Development and Outdoor Education
- Community Projects including Greenspace
- Emergency Resilience and Events

### Key Challenges

- Mitigating and alleviating poverty within communities seeing increase demand at food banks and other community food provision and decreasing donations from supermarkets and a continuing number of applications for Hardship payments for general cost of living rises - individuals and families unable to manage on the money they have coming in
- Increase in debt and access to help and support
- Technology and information management changes and improvements
- Managing the recovery from the pandemic of the Trusts and Community Use
- Shift towards commissioning or community wealth building approaches
- Increasing costs of capital projects from inflation
- Implementation of People and Place leadership across the council and community planning partners

## The Trusts

**Fife Coast and Countryside Trust** has a number of primary objectives of conservation, preservation and improvement and these are achieved through:

- providing, developing and improving the facilities and natural resources of the Fife coast and countryside;
- preserving and conserving the heritage of Fife including its landscape, wildlife, history and culture;
- interpreting and encouraging informed, responsible public access to the landscape and wildlife resources;
- securing sustainable use, management and enjoyment of the coast and countryside; and
- striving to be the leading provider of high quality accessible outdoor opportunities in Fife.

. [Home - Fife Coast & Countryside Trust \(fifecoastandcounsidetrust.co.uk\)](http://fifecoastandcounsidetrust.co.uk)

**Fife Cultural Trust** manages and operates cultural services on behalf of Fife Council and is responsible for:

- 47 libraries, three mobile libraries, and the provision of library services to primary schools;
- 12 museum and heritage venues;
- four theatre and community venues;
- Fife's historical archives and Fife Council's records management;
- maintenance and development of library service facilities; and
- stewardship and care for the objects and archives in Fife Council's collections.

. [Home - OnFife](#)

**Fife Golf Trust** was founded in 2011 with four key objectives:

- to advance public participation in the sport of golf, primarily within Fife;
- to provide or assist in the provision of recreational facilities and organise recreational activities made available to members of the public with the object of improving their quality of life;
- to provide accessible and affordable opportunities for as many members of the general public as possible to participate in golf; and
- to provide, establish, operate and/or support other similar schemes and projects.

[Our Courses – Fife Golf Trust](#)

**Fife Sport and Leisure Trust** is responsible for the operation and management of Fife Council's sport and leisure facilities and delivers against three strategic priorities:

- widening opportunities – increasing opportunities for local people to participate in sport and recreational activity;
- developing potential – creating opportunities and pathways to allow people to fulfil their sporting potential and to create and maintain long-lasting relationships with sports; and
- resources for sport – the provision of good quality and well-resourced facilities and services to meet users' needs.

[Fife Sports and Leisure Trust - Fife Sports and Leisure Trust \(fifeleisure.org.uk\)](http://fifeleisure.org.uk)

# Service Overview – Justice Social Work Service

**78%** Of Community Payback Orders successfully completed

**15,950** Hours of Unpaid work completed in 20/21.

## Service Aims

We aim to:

- Tackle and reduce re-offending
- Promote public protection
- Support inclusion and tackle inequalities
- Reduce the unnecessary use of remand and custody
- Provide post-release supervision
- Work with partners to minimise risk
- Continue to improve services and outcomes for service-users

## Service Functions

- Community Payback Orders
- Unpaid Work
- Criminal Justice Social Work Reports
- Drug Treatment & Testing Orders
- Enhanced Bail Supervision
- Groupwork
- Throughcare Services
- Women’s Justice Service
- Diversion From Prosecution
- Youth Justice
- Court Liaison Services

## Key Challenges

- Remain prepared to tackle the expected backlog of cases coming from Court following the coronavirus pandemic.
- Continuing to deliver services within the constraints of ongoing budgetary pressures.
- Enduring cost of living crisis will continue to impact upon service-users and their families for the foreseeable future.
- Improve and increase pre-and post-release provision for those being released from custody and subject to post-release supervision (both voluntary and statutory).
- Establish Early Intervention Services, including Enhanced Bail Supervision, Structured Deferred Sentence and Diversion from Prosecution.
- Embed robust performance and quality improvement processes.
- Supporting national initiatives by improving in-house addiction provision.

# Service Overview – Children and Family Social Work

Increase the number of children which a child's plan supported to live in their community to 76%

Activity undertaken has seen a steady increase from 70% to 74% in last 2 years

## Service Aims

We aim to:

- Work with partners to minimise risk
- Continue to improve services and outcomes for service-users
- Provide quality care for children who cannot live with their parents or Kin
- Support care experienced young people to be ambitious, safe and happy
- Work within legislative and policy guidance and standards

## Service Functions

- Provide a foster care service
- Provide a residential care service
- Assess need and risk
- Develop child's plans
- Promote children's rights
- Promote family rights
- Support care leavers
- Joint Investigative interviews with Police Scotland
- Commission the Third Sector to ensure additional scaffolding support is available for vulnerable children
- Maintain the Child Protection Register and support children at high risk of harm
- Provide early intervention through community planning for children

## Key Challenges

- Continuing to deliver services within the constraints of ongoing budgetary pressures.
- Enduring cost of living crisis will continue to impact upon service-users and their families for the foreseeable future.
- Further develop early and effective interventions with partners
- Embed robust performance and quality improvement processes.
- Support national initiatives whilst maintaining service delivery
- Staff recruitment and development

## Service Overview – Health & Social Care

**23%** of Fife residents live with a long-term condition

**106%** more early deaths for those living in deprived areas

**>4000** care at home service users

### Service Aims:

To enable the people of Fife to live independent and healthier lives by -

- Working with local people and communities to address inequalities and improve health and wellbeing outcomes
- Promoting mental health and wellbeing
- Working with communities, partners and our workforce to effectively transform, integrate and improve our services
- Living well with long term conditions
- Managing resources effectively while delivering quality outcomes

### Partnership Functions

- Adult and Older People Services
- Care at Home services
- Care homes
- Support to Carers
- Mental health services
- Collaboration with Private and Voluntary Sector

### Key Challenges

- The HSCP continue to face significant challenges due to unprecedented financial pressures and the cost increases due to the market economy.
- Older people made up around 21% of the total Fife population, by 2030, this will have grown to 25%. The proportion of older people with long-term conditions is rising, and their needs are likely to become more complex, increasing demand.
- The implementation of the new National Care Service, whilst representing an opportunity in how social work and social care is planned, organised and delivered, also brings challenges in how this is implemented.
- Challenges relating to workforce capacity and wellbeing are significant, including retention and recruitment issues, not least because of an ageing workforce. This is leading to increasingly large caseloads, excessive hours worked and reduced wellbeing.
- The Covid-19 pandemic continues to have an impact across the whole health and social care system. The recent rise in cases in Fife is impacting on staff, the wider population and service demands.

16<sup>th</sup> August, 2022

Agenda Item No.

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## LOCAL GOVERNMENT BENCHMARKING FRAMEWORK PERFORMANCE INDICATORS

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**Report by:** Michael Enston, Executive Director, Communities Directorate

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**Wards Affected:** N/A

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### Purpose

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This report provides context for elected members on the Local Government Benchmarking Framework (LGBF), compiled by the Improvement Service, which will be a key element of service performance reporting.

### Recommendation(s)

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It is recommended that committee members note the context provided and the intention to use the Local Government Benchmarking Framework in future performance arrangements

### Resource Implications

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None

### Legal & Risk Implications

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There are no legal and risk implications.

### Impact Assessment

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An EqIA is not required as this report does not propose any changes to policies or services.

### Consultation

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An EqIA is not required as the report does not propose a change to existing policies and practices.

## 1.0 Background

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- 1.1 The Local Government Benchmarking Framework (LGBF) provides valuable comparisons with other local authorities across a range of indicators, including cost-based indicators. This includes trend-based insights as well as comparisons with other local authorities.
- 1.2 Each authority is allocated a family group of similar authorities based on factors such as deprivation and urban density so that each authority can compare its performance to that of similar authorities and seek performance improvement where appropriate.

## 2.0 National Benchmarking Overview

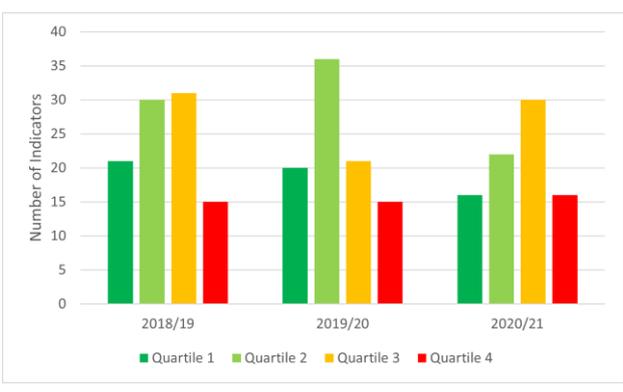
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- 2.1 The appended report (Appendix 1. National Benchmarking Overview Report 2020-21) provides some useful context and information about the LGBF.
- 2.2 As per Audit Scotland's SPI Guidance, members should be sighted on the LGBF Figures, and this report sets out data from 2020/21 and provides evidence on the impact of the first year of Covid-19 on local government services. Covid-19 has generated many new demands on local government service providers, and workforces have had to adapt quickly to meet these new demands, while maintaining essential services.
- 2.3 While the Covid-19 pandemic had a negative impact on communities and council services across Scotland, this impact was not felt equally across all areas, depending on an area's mix of demographics, levels of poverty and deprivation, and urban and rural makeup. The LGBF data highlights growing levels of poverty, financial hardship and inequalities, with the attainment gap widening for many primary school pupils, a fall in positive destinations for school leavers, increases in rent arrears and reductions in council tax payments, along with increasing numbers of benefit claimants.
- 2.4 The Local Government Benchmarking Framework (LGBF) report for 2020/21 was published in March 2022 and, out of the 75 indicators published, Fife has 13 indicators in the top quartile; nine which have moved up a quartile, and 19 which have moved down. For 15 of the indicators, Fife is in the bottom quartile (Table 1).

Fife currently has 53% of the indicators within the top two quartiles. However, it should be noted that 25 of the 102 indicators had no data collected in 2020/21. Some of these indicators related to customer satisfaction, data on schools, such as positive destinations and school attendance, and collection of this data was impacted by the Covid pandemic.

**Table 1: Fife Indicators by Quartile**

	2018/19	2019/20	2020/21
Quartile 1	21	20	16
Quartile 2	30	36	22
Quartile 3	31	21	30
Quartile 4	15	15	16
Publication Awaited			17
Total Number of Indicators where data has been supplied*	97	92	84



Distribution of Fife Indicators by quartile for the last 3 years (quartile 1 is the best performers)

\* It should be noted that indicators have been added and removed from the suite annually, hence differences in the total indicators being published year on year.

## 3.0 Accessing the LGBF

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- 3.1 The LGBF is published by the Improvement Service and the document is accessible directly from their website. It is a large document, therefore it is more appropriate to provide a link.

There are a range of data viewing tools and reports available from the LGBF homepage -

<https://www.improvementservice.org.uk/benchmarking/home>

While the report itself is accessible here -

[https://www.improvementservice.org.uk/\\_data/assets/pdf\\_file/0/018/31338/Benchmarking-Overview-Report-2020-21-FINAL.pdf](https://www.improvementservice.org.uk/_data/assets/pdf_file/0/018/31338/Benchmarking-Overview-Report-2020-21-FINAL.pdf)

## 4.0 Next Steps

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- 4.1 The LGBF will be a key element of Fife Council's service performance reporting. Performance reporting templates are currently being developed and these will be presented to future committees.
- 4.2 The process for collecting these indicators is also being reviewed with the aim of providing more regular and timeous local results than those presented in the national report.

**REPORT CONTACTS:**

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<b>People and Communities Scrutiny Committee of 27 October 2022</b>			
<b>Title</b>	<b>Service(s)</b>	<b>Contact(s)</b>	<b>Comments</b>
Armed Forces Covenant Report	Legal & Democratic Services	Lindsay Thomson	
Scottish Fire & Rescue (SFRS) Local Plan 12 Months Performance Report	Scottish Fire & Rescue Service	Alistair Jupp	Annual Report

<b>Unallocated</b>			
<b>Title</b>	<b>Service(s)</b>	<b>Contact(s)</b>	<b>Comments</b>
Annual Inspection Grades - FC Care Homes & Care Inspectorate Homes	Health and Social Care	Fiona Mckay	Adult/Older People Care Homes Report (Fiona McKay - Health & Social Care)
Impact of Covid on Fife Care and Nursing Homes	Health and Social Care	Fiona Mckay	Nicky Connor - Head of Service.
Fife Council Duty of Candor Annual Report	Health and Social Care	Kathy Henwood	Kathy Henwood Annual Report
Trusts Annual Reports	Communities and Neighbourhoods Service	Andy Maclellan, Tim Kendrick	Annual Report
Chief Social Work Annual Report	Education and Children's Services	Kathy Henwood, Fiona Mckay	Annual Report
Citizens Advice and Rights Fife - Performance Report	Communities and Neighbourhoods Service	Ashley Birrell	David Redpath - CE CARF
Communities and Neighbourhoods Service Performance Report	Communities and Neighbourhoods Service	Paul Vaughan	Annual Report
Customer and Online Services Performance Report	Customer Services Improvement Service	Diarmuid Cotter, Iain Duncan	Annual Report

<b>Unallocated</b>			
<b>Title</b>	<b>Service(s)</b>	<b>Contact(s)</b>	<b>Comments</b>
Fife Community Safety Partnership Update	Housing Services	Patricia Spacey	Annual Report
Fife Violence Against Women Partnership Update	Communities and Neighbourhoods Service	Sheila Noble	Annual Report
Housing Services Annual Performance Report	Housing Services	John Mills	Vani Kennedy/John Mills Annual Report
Police Scotland Local Policing Plan - Annual Report	Police Scotland		Annual Report
Police Scotland Performance Report	Police Scotland		Annual Report
Police Scotland Stop and Search Analysis Annual Report	Police Scotland		Annual Report
Fife Corporate Parenting Board - 6 monthly update/analysis	Education and Children's Services	Kathy Henwood, Lynn Gillies, Michael Scanlin	Annual Report
Chief Social Work Officer Annual Report	Education and Children's Services	Kathy Henwood	Annual Report
Children's Services Inspection Update	Education and Children's Services	Jackie Funnell	
Community Justice, Alcohol and Drugs Partnership Report	Health and Social Care	Nicky Connor	Annual Report
Adult Protection Annual Report	Health and Social Care	Nicky Connor	Annual Report
Child Protection Annual Report	Education and Children's Services	Kathy Henwood	Annual Report