



EAST STAFFORDSHIRE BOROUGH COUNCIL

REPORT COVER SHEET

Title of Report:	Corporate Plan Performance Report 2021/22: End of Year	To be marked with an 'X' by Democratic Services after report has been presented
Meeting of:	Corporate Management Team – 18 th May 2022	X
	Leader and Deputy Leaders – 24 th May 2022	X
	Leader's / Leader of the Opposition's Advisory Group / Independent Alliance Advisory Group – 8 th & 9 th June	X
	Cabinet – 21 st June 2022	
	Audit Committee [DATE] / Scrutiny Community Regeneration Committee [DATE] / Scrutiny Environment and Health and Well Being Committee [DATE] / Scrutiny Value for Money Council Services Committee [DATE]	



Is this an Executive Decision:	NO	Is this a Key Decision:	NO
Is this in the Forward Plan:	YES	Is the Report Confidential: If so, please state relevant paragraph from Schedule 12A LGA 1972:	NO N/A

Essential Signatories:

ALL REPORTS MUST BE IN THE NAME OF A HEAD OF SERVICE

Monitoring Officer: **John Teasdale**

Date Signature

Chief Finance Officer: **Sal Khan**

Date Signature

EAST STAFFORDSHIRE BOROUGH COUNCIL

Report to Cabinet

Date: 21st June 2022

REPORT TITLE: Corporate Plan Performance 2021/22: End of Year

PORTFOLIO: Leader

HEAD OF SERVICE: Sal Khan

CONTACT OFFICER: Jennifer Norman Ext. No. x1273

WARD(S) AFFECTED: Non-specific

1. Purpose of the Report

- 1.1. The purpose of the report is to provide an update on progress at the end of the 2021/22 financial year towards achieving the priorities set out in East Staffordshire Borough Council's Corporate Plan.
- 1.2. The report also aids improvement by identifying exceptions on performance indicators in the Corporate Plan (i.e. any Amber or Red targets). These are detailed in full in Section 5.5.

2. Executive Summary

2.1. Corporate Performance

2.1.1. There are 129 indicators in total for the three corporate priorities. Each target has been graded using a Red, Amber or Green scoring system to reflect the progress towards achieving that target.

2.1.2. Out of the 129 targets:

115 are green status

2 are amber status

5 are red status

4 have been deferred

3 have been deleted

2.1.3. Of the 122 'live' targets:

94.26% are green status

1.64% are amber status

4.10% are red status

3. Background

3.1. The 2021/22 edition of the Corporate Plan sets out 3 Corporate Priorities:

3.1.1. Value for Money Council

3.1.2. Community Regeneration

3.1.3. Environment and Health & Wellbeing

3.2. The Corporate Plan incorporates the targets detailed in the 2021/22 Deputy Leader Statements and was adopted at Full Council in March 2021.

3.3. The Leader and Deputy Leaders of the Council are ultimately responsible for the performance of the targets that fall under their individual portfolio, and will be subject to scrutiny. This could include the Leader and Deputy Leaders being invited quarterly to discuss performance at meetings of the Council's Scrutiny Committees.

4. Contribution to Corporate Priorities

4.1. This report indirectly contributes to all three of the Corporate Priorities as it provides updates and analysis on all the measures and targets identified to monitor progress towards achieving the three Corporate Priorities contained in the Corporate Plan.

5. Corporate Plan Performance 2021/22: End of Year

5.1. The following report provides analysis and statistics on the performance of the indicators contained in the Council's Corporate Plan. These indicators are designed to monitor progress towards achieving the three Corporate Priorities and the associated measures contained in the Corporate Plan.

5.2. There are 129 Corporate Plan targets in total for the three Corporate Priorities. Each target has been graded using a Red, Amber or Green system to reflect the progress towards achieving that target. As this is the end of year report, the following definitions have been applied, which are consistent with previous end of year reports:

5.2.1. **Green:** Target fully achieved / exceeded or numerical outturn is within 5% tolerance

5.2.2. **Amber:** Target partially met; numerical outturn is within 10% tolerance; or completion date is within a reasonable tolerance

5.2.3. **Red:** Target was not completed; numerical outturn is outside of the 10% tolerance; or has been completed significantly after the target deadline

5.3. Table 1 below provides a breakdown of the number of targets in the Red, Amber and Green categories using the definitions above.

Table 1: End of Year breakdown

Status	Number of measures	% of all indicators	Total % of all indicators	% of due indicators	Total % of due indicators
Target Fully Achieved	111	86.05%	89.15%	90.98%	94.26%
Numerical Outturn Within 5% Tolerance	4	3.10%		3.28%	
Numerical Outturn Within 10% Tolerance	0	0.00%	1.55%	0.00%	1.64%
Target Partially Met	1	0.78%		0.82%	
Completion Date Within Reasonable Tolerance	1	0.78%		0.82%	
Completed Significantly After Target Deadline	1	0.78%	3.88%	0.82%	4.10%
Off Target	4	3.10%		3.28%	
Not yet due to be reported	0	0.00%	0.00%		
Update not provided	0	0.00%	0.00%		
Deferred	4	3.10%	3.10%		
Deleted	3	2.33%	2.33%		
Totals	129				
Due to be Reported	122				

5.4. *In 2019/20, Cabinet resolved to change the reporting status of the Amber targets in the end of year report to Red. Taking this approach would give a year end of 94.26% Green and 5.74% Red.*

5.4. Full performance information on all Corporate Indicators can be seen in Appendix 1. A summary of the percentage and number of performance indicators that have been graded Red / Amber / Green for each of the Corporate Priorities and Cabinet Portfolios¹ is shown in Table 2 below:

End of Year 2021/22	Green		Amber		Red	
	Number of Indicators	Percentage	Number of Indicators	Percentage	Number of Indicators	Percentage
Overall Performance						
All due targets	115	94.26%	2	1.64%	5	4.10%
Corporate Priority						
Value for Money Council	69	93.24%	2	2.70%	3	4.05%
Environment and Health & Well Being	18	90.00%	0	0.00%	2	10.00%
Community Regeneration	28	100.00%	0	0.00%	0	0.00%
Portfolio						
Leader	36	97.30%	0	0.00%	1	2.70%
Environment & Housing	30	85.71%	1	2.86%	1	11.43%
Leisure, Amenities & Tourism	17	94.44%	1	5.56%	0	0.00%
Finance	14	100.00%	0	0.00%	0	0.00%
Community & Regulatory Services	18	100.00%	0	0.00%	0	0.00%

¹ Cabinet portfolios as at March 2022

5.5. Exception Reporting

5.5.1. In order to highlight potential areas for improvement, Table 3 below details the targets that have been given a 'Red' or 'Amber' status.

Table 3: Targets given a 'Red' or 'Amber' status at the end of year

Corporate Plan Performance				
CP Ref	Measure	Target 2021/22	Update	On Track? (R/A/G)
VFM23	Increasing Staffing Availability Through Reduced Sickness	Short Term Sickness Days Average: 2.7 days	Q1 = 0.48 days Q2 = 0.68 days Q3 = 1.19 days Q4 = 1.39 days End of year: 3.74 days There was an increase in Covid infections and colds/flu type illness.	Off Target
VFM50b	Working Towards the Reduction of Claimant Error Housing Benefit Overpayments (HBOPs):	% In Year HBOPs Overpayments Recovered During the Year; 70%	Q4 48.09% Annual outturn: 47.44%	Off Target
VFM53	SMARTER Working in RBCC	Report on automation opportunities within RBCC software	Report compiled in April 2022 and will be delivered to the next Digital Strategy meeting in May 2022.	Completed significantly After Target Deadline

Corporate Plan Performance

CP Ref	Measure	Target 2021/22	Update	On Track? (R/A/G)
EHB07	Maintain Performance on Recycling	Household Waste Recycled and Composted: Upper quartile	<p>Annual outturn 42.19% estimated</p> <p>End of year quartile data for 2021-22 not yet available. Based on preliminary estimates and quartiles as at Q3, performance in the third quartile region. (ESBC Q3 estimated 38.8% compared to Q3 median for all English districts 41.86%, Q3 top quartile 50.73%).</p> <p>Communications campaign planned for this year to promote recycling and encourage residents to reduce waste. The best performing Authorities are collecting food waste separately which improves the recycling rate and reduces the level of residual waste.</p>	Off Target
EHB08	Maintain Performance on Waste Reduction	Residual Household Waste Per Household: Upper Quartile	<p>Annual outturn = 529.84kg estimated</p> <p>End of year quartile data for 2021-22 not yet available. Based on preliminary estimates and quartiles as at Q3, performance in the bottom quartile region. (ESBC Q3 estimated 133kg compared to Q3 median for all English districts 110kg, Q3 top quartile 93.45kg and bottom quartile 124.7 kg).</p> <p>Communications campaign planned for this year to promote recycling and encourage residents to reduce waste. The best performing Authorities are collecting food waste separately which improves the recycling rate and reduces the level of residual waste.</p>	Off Target

Corporate Plan Performance				
CP Ref	Measure	Target 2021/22	Update	On Track? (R/A/G)
VFM26	Work with Leisure Operator to Continue to Provide High Quality Sports Facilities	Replace the Artificial Turf Pitch at Shobnall Leisure Complex* ² (August 2021)	The surface installation was completed on 26/08/2021. The site was cleared on 27/08/21. Line marking was completed 03/09/2021. Site handover was undertaken on 8/9/2021. There have been delays beyond the Council's or Contractor's control in the delivery of the turf from overseas with shipment delayed due to the current container crisis. While the project was completed three days behind the August target, the pitch replacement (and the additional added value works to the floodlighting) was completed successfully and the pitch was in use ahead of the start of the hockey season as intended, and has resulted in a much enhanced facility for our users to enjoy.	Completion Date Within Reasonable Tolerance
VFM61	Further Development of SMARTER working (Street Cleaning)	90% milestones achieved on the revised Project Plan	The street cleaning module is now in place, although further work is required to cleanse the historic data to enable full integration with our working practices. Due in May/June-22	Target partially met

² At Corporate Plan setting it was identified that the targets marked with a * may be impacted by COVID-19.

5.6. Benchmarking

5.6.1. ESBC participates in quarterly benchmarking throughout the year through the former 'Kettering' benchmarking group (findings in Appendix 2). (to follow)

5.6.2. The Council also uses LG Inform (an online tool developed by the LGA and local authority champions) to compare its performance. ESBC's 2021-22 Corporate Plan included targets to reach 'top' or 'upper' quartile for waste management and planning application measures. Whole year quartile data for the 2021-22 are not yet available for comparison, as national data collection and validation is still underway. However quartile data for 2020-21 and Q3 2021-22 are provided in Appendices 3 and 4.

5.7. Targets to be agreed post outturn

5.7.1. The 2022-23 Corporate Plan contained the following targets to be agreed post outturn. Table 4 lists the proposed targets for 2022-23 for approval.

Table 4: Targets to be agreed post outturn

Reference Number	Measures	2021-22 Outturn	Proposed 2022-23 Target
VFM29a	Working Towards the Reduction of Claimant Error Housing Benefit Overpayments (HBOPs): % HBOPs recovered During the Year	107.28%	90%
VFM29b	Working Towards the Reduction of Claimant Error Housing Benefit Overpayments (HBOPs): % of HBOPS Processed and on Payment Arrangement	90%	90%
VFM29c	Working Towards the Reduction of Claimant Error Housing Benefit Overpayments (HBOPs): In Year HBOPs Recovered During the Year	47.24%	50%

6. Financial Considerations

This section has been approved by the following member of the Financial Management Unit: Sal Khan

6.1. There are no financial issues arising from this Report.

7. Risk Assessment and Management

7.1. The main risks to this Report and the Council achieving its objectives are as follows:

7.2. **Positive** (Opportunities/Benefits):

7.2.1. Early identification of positive and negative trends allows for corrective action to be put in place to ensure the Council delivers its corporate priorities.

7.3. **Negative** (Threats):

7.3.1. Failure to rectify under performance could result in a decline in service standards, and Leader / Deputy Leader priorities not being delivered.

7.4. The risks do not need to be entered in the Risk Register.

8. Legal Considerations

This section has been approved by the following member of the Legal Team: John Teasdale

8.1. There are no significant legal issues arising from this Report.

9. Equalities and Health

9.1. **Equality impacts:** The subject of this Report is not a policy, strategy, function or service that is new or being revised. An equality and health impact assessment is not required.

9.2. **Health impacts:** The outcome of the health screening question does not require a full Health Impact Assessment to be completed. An equality and health impact assessment is not required.

10. Data Protection Implications – Data Protection Impact Assessment (DPIA)

10.1. A DPIA must be completed where there are plans to:

- use systematic and extensive profiling with significant effects;
- process special category or criminal offence data on a large scale; or

- systematically monitor publicly accessible places on a large scale
- use new technologies;
- use profiling or special category data to decide on access to services;
- profile individuals on a large scale;
- process biometric data;
- process genetic data;
- match data or combine datasets from different sources;
- collect personal data from a source other than the individual without providing them with a privacy notice ('invisible processing');
- track individuals' location or behaviour;
- profile children or target marketing or online services at them; or
- process data that might endanger the individual's physical health or safety in the event of a security breach

10.2 Following consideration of the above, there are no Data Protection implications arising from this report which would require a DPIA.

11. **Human Rights**

11.1. There are no Human Rights issues arising from this Report.

12. **Sustainability** (including climate change and change adaptation measures)

12.1. Does the proposal result in an overall positive effect in terms of sustainability (including climate change and change adaptation measures) N/A

13. **Recommendation(s)**

13.1. To consider the performance at the end of 2021-22 financial year towards achieving the Council's Corporate Priorities.

13.2. To approve the targets for 2022-23 as listed in section 5.7 of this report.

14. **Background Papers**

14.1. Leader and Deputy Leader Statements delivered to Full Council in March 2021.

14.2. Corporate Plan 2021/22 approved at Full Council in March 2021.

15. **Appendices**

15.1. Appendix 1: Contains comprehensive data on all Corporate Indicators

15.2. Appendix 2: Quarter 4 2021/22 benchmarking from exercise coordinated by East Staffordshire Borough Council. (to follow)

15.3. Appendix 3: Recycling quartile data for 2020-21 and Q3 2021-22

15.4. Appendix 4: Planning quartile data for 2020-21 and Q3 2021-22