



**EAST STAFFORDSHIRE BOROUGH COUNCIL**

**REPORT COVER SHEET**

<b>Title of Report:</b>	Quarter 3 Performance Report 2023/24: Corporate Plan, Leisure Contract and Towns Fund Programme	To be marked with an 'X' by Democratic Services after report has been presented
<b>Meeting of:</b>	Corporate Management Team – 21 <sup>st</sup> February 2024	X
	Pre-Cabinet – 29 <sup>th</sup> February 2024	X
	Leader's / Leader of the Opposition's Advisory Group – 7 <sup>th</sup> March/ 13 <sup>th</sup> March	X
	Cabinet – 25 <sup>th</sup> March	
	Scrutiny (Value for Money Council) Committee – 20 <sup>th</sup> March 2024	



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

**Essential Signatories:**

**ALL REPORTS MUST BE IN THE NAME OF A CHIEF OFFICER**

Monitoring Officer: **John Teasdale**

Date ..... Signature .....

Chief Finance Officer: **Lloyd Haynes**

Date ..... Signature .....

**EAST STAFFORDSHIRE BOROUGH COUNCIL**

**Report to Cabinet**

**Date: March 2024**

**REPORT TITLE: Quarter 3 Performance Report 2023/24**

**PORTFOLIO: Leader**

**CHIEF OFFICER: Mark Rizk**

**CONTACT OFFICER: James Abbott (Corporate Plan) Ext. No. 1244  
Daniel Langford (Leisure Contract) Ext. No. 1132  
Thomas Deery (Towns Fund) Ext. No. 1664**

**WARD(S) AFFECTED: Non-specific**

**1. Purpose of the Report**

1.1. This report provides a performance update on progress at the end of the third quarter of the 2023/24 financial year towards delivering:

1.1.1. East Staffordshire Borough Council's Corporate Plan

1.1.2. Leisure Services Contract Performance

1.1.3. Towns Fund Programme.

**2. Executive Summary**

**2.1. Corporate Plan Performance**

2.1.1. The Corporate Plan contains 132 targets<sup>1</sup> in total. 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 132 targets:

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<sup>1</sup> For the purposes of reporting performance, some targets have been broken down into separate parts, increasing the total number from 121 to 132 targets. E.g. ECC13 (street cleaning) and FTM03 (former years arrears)

**118** are green status  
**3** are amber status  
**5** are red status  
**3** are not yet due to be reported  
**2** have been deleted.

2.1.3. Of the 126 'live' targets:

**93.65%** are green status  
**2.38%** are amber status  
**3.97%** are red status

## 2.2. Leisure Contract Performance

2.2.1. Overall the Leisure Operator continues to be compliant with the services specification.

2.2.2. At the end of Quarter 3 of the 2023-24 contract year a review of the Outcomes Scorecard's RAG ratings for the Key Performance Indicators showed statuses as follows; 77 Green, 1 Amber, and 0 Red.

## 2.3. Towns Fund Programme

2.3.1. This report provides an update on the Towns Fund programme as of 2023-24 Q3. It summarises project progress, key risks, current financial profiles, and total spend and commitment claims for three projects: Canal Towpath Project (£157,821.28) Cycle Network Enhancements (£1,063,788.19) and the Specialist College Project (£3,494,864).

2.3.2. ESBC is required to submit six monthly returns to central government to report progress on delivering the Towns Fund Programme, which are informed by these quarterly reports.

## 3. Background

3.1. The 2023/24 edition of the Corporate Plan was adopted at Full Council in July 2023 following the Borough election and introduced 5 new Corporate Priorities:

- Improving Local Democracy
- Creating a prosperous East Staffordshire
- Developing a Green New Deal for East Staffordshire
- Protecting our heritage
- Standing up for our communities

3.2. The Leisure Services Contract between East Staffordshire Borough Council and Everyone Active commenced on 1st February 2019, following Full Council

approval in November 2018. 2023-24 is the fifth year of the contract which began in February 2019.

- 3.3. A fully detailed report on the Leisure Services contract, including financial performance, will be presented to the Scrutiny Committee focused on Value for Money.
- 3.4. The Towns Fund Programme comprises four projects approved and funded by government: High Street Project (led by ESBC), Canal Towpath Project (led by Canal Trust), Cycle Network Enhancement Project (led by Staffordshire County Council) and Specialist College Offer Project (led by Burton College).

#### **4. Contribution to Corporate Priorities**

- 4.1. This report indirectly contributes to all five of the Corporate Priorities as it provides updates and analysis on all the measures and targets identified to monitor progress towards achieving these contained in the Corporate Plan, as well as the Leisure Services contract and Towns Fund Programme.

## 5. Corporate Plan Performance – Quarter Three 2023/24

5.1. There are 132 Corporate Plan targets in total, 38 of which aim to directly contribute towards delivering the five new Corporate Priorities. Each target has been graded using a Red, Amber or Green system to reflect the progress towards achieving that target as at 31<sup>st</sup> December 2023, using the following definitions:

- **Green:** Target fully achieved or currently on track to achieve target
- **Amber:** In danger of falling behind target
- **Red:** Off target or has been completed behind the target deadline

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

**Table 1: Quarter 3 RAG statuses for all Corporate Plan targets**

<b>ALL TARGETS</b>					
<b>Status</b>	<b>Number of measures</b>	<b>% of all indicators</b>	<b>Total % of all indicators</b>	<b>% of due indicators</b>	<b>Total % of due indicators</b>
<b>Target Fully Achieved</b>	<b>70</b>	<b>53.03%</b>	<b>89.39%</b>	<b>55.56%</b>	<b>93.65%</b>
<b>On Track to be Achieved</b>	<b>48</b>	<b>36.36%</b>		<b>38.10%</b>	
<b>In Danger of Falling Behind Target</b>	<b>3</b>	<b>2.27%</b>	<b>2.27%</b>	<b>2.38%</b>	<b>2.38%</b>
<b>Completed Behind Schedule</b>	<b>2</b>	<b>1.52%</b>	<b>3.79%</b>	<b>1.59%</b>	<b>3.97%</b>
<b>Off Target</b>	<b>3</b>	<b>2.27%</b>		<b>2.38%</b>	
<b>Not yet due to be reported</b>	<b>4</b>	<b>3.03%</b>	<b>3.03%</b>		
<b>Update not provided</b>	<b>0</b>	<b>0.00%</b>	<b>0.00%</b>		
Deferred	<b>0</b>	0.00%	0.00%		
Deleted	<b>2</b>	1.52%	1.52%		
<b>Totals</b>	<b>132</b>				
<b>Due to be Reported</b>	<b>126</b>				

5.3. 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 Portfolios is shown in Table 2 below.

**Table 2: Summary of Corporate Plan RAG statuses by Priority and Portfolio**

Quarter Three (2023/24)	Green		Amber		Red	
	Number of Indicators	Percentage	Number of Indicators	Percentage	Number of Indicators	Percentage
<b>Overall Performance</b>						
All due targets	118	93.65%	3	2.38%	5	3.97%
<b>Corporate Priority</b>						
Improving Local Democracy	6	100.00%	0	0.00%	0	0.00%
Creating a prosperous East Staffordshire	10	100.00%	0	0.00%	0	0.00%
Developing a Green New Deal for East Staffordshire	11	100.00%	0	0.00%	0	0.00%
Protecting our heritage	4	100.00%	0	0.00%	0	0.00%
Standing up for our communities	5	100.00%	0	0.00%	0	0.00%
Other	82	91.11%	3	3.33%	5	5.56%
<b>Cabinet Member Portfolio</b>						
Communities and Regulatory Services	22	95.65%	0	0.00%	1	4.35%
Environment and Climate Change	30	90.91%	2	6.06%	1	3.03%
Finance and Treasury Management	13	100.00%	0	0.00%	0	0.00%
Leader	14	100.00%	0	0.00%	0	0.00%
Regeneration and Development	20	86.96%	1	4.35%	2	8.70%
Tourism and Cultural Development	19	95.00%	0	0.00%	1	5.00%

#### 5.4. Corporate Plan Exception Reporting

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

5.4.2. Full performance information on all Corporate Plan targets is provided in Appendix 1.

**Table 3: Targets given a 'Red' or 'Amber' status for Quarter 3**

<b>Corporate Plan Performance</b>				
<b>CP Ref</b>	<b>Measure</b>	<b>Target 2023/24</b>	<b>Update</b>	<b>On Track? (R/A/G)</b>
<b>CRS01</b>	<b>Licensing and Enforcement Activities-CCTV</b>	<b>Complete roll out/ installation of fixed CCTV cameras (July 2023)</b>	Out of the 44 cameras which were upgraded, 4 await connection. Electrical testing, structural and equipment applications have been submitted and are being processed for these remaining cameras.	<b>Off Target</b>
<b>ECC23</b>	<b>Review of Car Parking Services</b>	<b>Undertake a wide ranging review of the current car parking arrangements, including but not limited to; the Parking App, the charging regime and enforcement (October 2023)</b>	Members considered the report at the December 2023 Cabinet with the recommendations being approved. This key decision was subsequently called-in for discussion at the Scrutiny (Value for Money Council) Committee held on 17 <sup>th</sup> January 2024. The Committee voted to allow the decision to stand and the recommendations will now be implemented.	<b>Completed Behind Schedule</b>
<b>RAD01</b>	<b>Deliver the Burton upon Trent High Street Regeneration Project</b>	<b>Launch the temporary National Archive Centre and Regeneration Update Hub following completion of works and relocation of the collection (September 2023)</b>	The Regeneration hub has now been completed and is open for members of the public to access. Works on the archive centre were completed ahead of this deadline, however the transfer of materials is an ongoing process due to the volume and perishability of the items in question.	<b>Completed Behind Schedule</b>



**Corporate Plan Performance**

CP Ref	Measure	Target 2023/24	Update	On Track? (R/A/G)
RAD05	Improve the Washlands as a regional attraction	Submit planning application for a Washlands Visitor Centre (August 2023)	Further talks have taken place with Staffordshire Wildlife Trust to develop plans for the Visitor Centre, which is now being taken forward in the 2024/25 Corporate Plan.	Off Target
TCD08	Brewhouse and Town Hall Service	Complete the refurbishment of the Brewhouse roof (December 2023)	The specification of works for the Brewhouse Roof has been completed and procurement works are ongoing. At this time, a programme of physical works has not yet been agreed, but will be confirmed in Quarter 4 by the project team.	Off Target
ECC19	Improve Performance On Waste Reduction	Residual Household Waste Per Household: Upper Quartile	129.66 kg - estimated as not all data received. Year to date = estimated 377.85kg End of year forecast = 507kg Latest published quartile data (2021/22) for English district authorities shows top quartile as 421kg	In Danger of Falling Behind Target
ECC20	Maintain Performance On Recycling	Household Waste Recycled and Composted: Upper Quartile	37.79% - estimated as not all data received Year to date = estimated 44.45% End of year forecast = 41% Latest published quartile data (2021/22) for English district authorities shows top quartile as 51.3%	In Danger of Falling Behind Target
RAD15	Other Planning Applications Determined in 8 Weeks	Top Quartile as measured against relevant MHCLG figures	90% 137 Other apps received 123 within time Latest published quartile data (2022/23) for English district authorities shows top quartile as 94%	In Danger of Falling Behind Target

## **6. Leisure Services Contract Performance – Quarter Three 2023/24**

- 6.1. A schedule for the monitoring of the contract (including regular site visits) has been implemented to assist in the contract management of the partnership with Everyone Active, and detailed reviews of processes and performance have been undertaken throughout the quarter.
- 6.2. Overall the Leisure Operator continues to be compliant with the services specification. Any operational actions identified as requiring ongoing monitoring are detailed in full in Table 1 of Appendix 2 (Private).
- 6.3. Appendix 2 (Private) provides further details of the contract monitoring undertaken by the Council during October, November and December, the contractor's work with the community and local clubs, enhancements to their Leisure provision and updates regarding the Council's involvement in the Better Health Staffordshire initiative. .
- 6.4. **Leisure Services Outcomes Scorecard**
- 6.5. An Outcomes Scorecard forms part of the annual leisure contract monitoring process. The scorecard sets out a series of key performance target indicators linked to the Authority's Outcomes and identifies performance measures and score banding based on a RAG (Red, Amber, and Green) rating system, scores, supporting commentary and action plan points.
- 6.6. At the end of Quarter 3 of the 2023-24 contract year a review of the scorecard's RAG ratings for the Key Performance Indicators showed statuses as follows; 77 Green, 1 Amber, and 0 Red.<sup>2</sup>
- 6.7. The Key Performance Indicators will continue to be monitored throughout the year, and reported on each quarter.
- 6.8. A fully detailed report, including financial performance, will be presented to the Scrutiny (Value for Money Council) Committee.

## **7. Towns Fund Programme – Quarter Three 2023/24**

- 7.1. The Burton upon Trent Towns Fund programme is now active, with three projects either in the design, procurement or delivery phase, and the final project now completed.
- 7.2. There are four projects on the Towns Fund programme, namely:
  - The High Street Project (ESBC led)
  - The Canal Towpath Project (Canal and River Trust led)
  - The Cycle Network Enhancement Project (SCC led)
  - The Specialist College Offer Project (Burton and South Derbyshire College led)

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<sup>2</sup> Note different definitions apply for the RAG ratings for the Leisure Contract and Corporate Plan.

- 7.3. The programme summary attached at Appendix 3 provides an update on individual project progress, current funding profiles, programme outputs and outcomes (where currently capable of being modelled), and key risks.
- 7.4. The following amounts have been paid claimed by Project Sponsors and the total amounts are expected to be paid out in grant awards as part of this reporting process:
- 7.4.1. Canal Towpath Project: £157,821.28 (8% of grant award)
  - 7.4.2. Cycle Network Enhancements: £1,063,788.19 (56% of grant award)
  - 7.4.3. Specialist College Offer Project: £3,494,864 (100% of grant award)
- 7.5. The Council's own project (High Street project) is managed through the Council's usual budget and project management procedures and so claims are not made in the same way. The total spend for the High Street project as of the end of Quarter Three remains at £6,094,981 from a total project budget of £20,259,335, representing 30% of the project budget. Areas of expenditure include:
- 7.5.1. The acquisition of property;
  - 7.5.2. Project development and consultancy work;
  - 7.5.3. Works at 206-207 Station Street.
- 7.6. The three partner projects are currently identified as being on track with a positive RAG rating for delivery, spend and risk, with all projects having key communication milestones falling within the next 6 months, which include commencement, submission and launch/completion events.
- 7.7. The Council's High Street project has a positive spend RAG, however the delivery risk is flagged on the basis of project timescale impacts arising from the Council's approval of the new Bass House concept at the Council meeting in September 2023.
- 7.8. The most significant of the key risks identified in Appendix 3 are those relating to funding pressures, including inflation impacts, a need to secure other funding, and the processing of grant claims. No risks have been identified for escalation through the 6 monthly programme returns to Government.
- 7.9. One project has now fully completed at the time of this report – the Specialist College Project – and so local evaluation activities will soon be commencing for this.

## **8. Financial Considerations**

*This section has been approved by the following member of the Financial Management Unit: **James Hopwood***

- 8.1. There are a number of differences between finance figures and this report for the Towns Fund. Some of the differences are for expenditure incurred in partners books – but there are other differences due to different treatment of some items.
- 8.2. There are no direct financial issues arising from this Report. However, a number of items will potentially have an impact on the Medium Term Financial Strategy which will be refreshed when Council sets the annual budget in February.
- 8.3. The Towns Fund update relates to the performance of the four projects, which include match funding and spend by Project Sponsors. As such, the financial information does not necessarily correlate with the Quarter 3 Financial Outturn report, which accounts for expenditure that has been incurred, or is forecast to be incurred, by the Council as opposed to spend by partners that is not yet paid. As such, there is some appropriate difference in the treatment of items of expenditure. For example, the Canal Towpath Project performance update includes match funding that does not form part of the Council's Capital programme as it is not provided to or by the Council. Similarly, the Cycle Network Enhancement project performance update includes project expenditure that has not yet been claimed for and so is not reflected in the Financial Outturn report.

## **9. Risk Assessment and Management**

- 9.1. The main risks to this Report and the Council achieving its objectives are as follows:
- 9.2. **Positive** (Opportunities/Benefits):
  - 9.2.1. Early identification of positive and negative trends allows for corrective action to be put in place to ensure the Council delivers its corporate priorities.
- 9.3. **Negative** (Threats):
  - 9.3.1. Failure to rectify under performance could result in a decline in service standards, and Leader / Cabinet Member priorities not being delivered.
- 9.4. The risks do not need to be entered in the Risk Register.

## 10. **Legal Considerations**

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

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

## 11. **Equalities and Health**

11.1. **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.

11.2. **Health impacts:** The outcome of the health screening question does not require a full Health Impact Assessment to be completed.

## 12. **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.

## 13. **Human Rights**

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

## 14. **Sustainability** (including climate change and change adaptation measures)

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

15. **Recommendation(s)**

- 15.1. To consider performance at the end of the third quarter of the 2023/24 financial year towards achieving the Council's Corporate Priorities and Leisure Services Contract and Towns Fund Programme.

16. **Background Papers**

- 16.1. Corporate Plan 2023/24 approved at Full Council in July 2023.

17. **Appendices**

- 17.1. Appendix 1: Quarter 3 updates for all Corporate Plan targets.
- 17.2. Appendix 2: Quarter 3 Leisure Services Contract Performance Summary (Private)
- 17.3. Appendix 3: Quarter 3 Towns Fund Programme Summary (Private)