**EAST STAFFORDSHIRE BOROUGH COUNCIL**

**REPORT COVER SHEET**

| | | To be marked with an 'X' by Democratic Services after report has been presented |
|---|---|---|
| **Title of Report:** | Corporate Plan Performance Report 2022/23: End of Year | |
| **Meeting of:** | Corporate Management Team – 24th May 2023 | |
| | Pre Cabinet – 1st June 2023 | |
| | Leader's / Leader of the Opposition's Advisory Group – 8th June 2023 / 14th June 2023 | |
| | Cabinet – 26th June 2023 | |
| | Scrutiny Value for Money Council Services Committee – Scrutiny Regeneration, Development and Market Hall Committee – Scrutiny Health and Well Being Committee, Scrutiny Environment and Health and Well Being Committee – | |

| 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 HEAD OF SERVICE**

Monitoring Officer: **John Teasdale**

Date …………………. 	Signature ………………………..

Chief Finance Officer: **Lisa Turner**

Date ………………… 	Signature ………………………..

**EAST STAFFORDSHIRE BOROUGH COUNCIL**

**Report to** Scrutiny Health and Well Being Committee

**Date: 18th July 2023**

| | |
|---|---|
| **REPORT TITLE:** | **Corporate Plan Performance 2022/23: End of Year** |
| **PORTFOLIO:** | **Leader** |
| **HEAD OF SERVICE:** | **Mark Rizk** |
| **CONTACT OFFICER:** | **Seán Loughran     Ext. No. x1269** |
| **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 2022/23 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 at Section 5.5.

1.3.    This End of Year report reflects the updated portfolio structure implemented during Quarter 3 of 2022/23 and details results based upon this.

## 2.    Executive Summary

2.1.    Corporate Plan 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:

**120** are green status

**1** is amber status

**7** are red status

**1** is deferred

2.1.3. Of the 128 'live' targets:

**93.75%** are green status
**0.78%** are amber status
**5.47%** are red status

2.2. <u>Leisure Contract Performance</u>

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

2.2.2. A small number of actions have been identified for ongoing review.

2.2.3. At the end of Quarter 4 a review of the scorecard's RAG ratings for the Key Performance Indicators showed statuses as follows; 75 Green, 1 Amber, and 2 Red.

## 3. **Background**

3.1. The 2022/23 edition of the Corporate Plan was adopted at Full Council in March 2022 and set out 3 Corporate Priorities:

- Community Regeneration
- Environment and Health & Wellbeing
- Value for Money Council

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. 2022-23 is the fourth year of the contract which began in February 2019. This year saw the first start to a year with no Covid-19 restrictions in place since the first year, with services running without major incident.

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 Council Services.

## 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 as well as the Leisure Services contract.

## 5. Corporate Plan Performance – 2022/23: End of Year

5.1. There were 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:

- **Green:** Target fully achieved / exceeded or numerical outturn is within 5% tolerance
- **Amber:** Target partially met; numerical outturn is within 10% tolerance; or completion date is within a reasonable tolerance
- **Red:** Target was not completed; numerical outturn is outside of the 10% tolerance; or has been completed significantly after 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: 2022/23: End of Year Breakdown**

| ALL TARGETS | | | | | |
|---|---|---|---|---|---|
| Status | Number of measures | % of all indicators | Total % of all indicators | % of due indicators | Total % of due indicators |
| Target Fully Achieved | 115 | 89.15% | 93.02% | 89.84% | 93.75% |
| Numerical Outturn Within 5% Tolerance | 5 | 3.88% | | 3.91% | |
| Numerical Outturn Within 10% Tolerance | 0 | 0.00% | 0.78% | 0.00% | 0.78% |
| Target Partially Met | 1 | 0.78% | | 0.78% | |
| Completion Date Within Reasonable Tolerance | 0 | 0.00% | | 0.00% | |
| Completed Significantly After Target Deadline | 0 | 0.00% | 5.43% | 0.00% | 5.47% |
| Off Target | 7 | 5.43% | | 5.47% | |
| Not yet due to be reported | 0 | 0.00% | 0.00% | | |
| Update not provided | 0 | 0.00% | 0.00% | | |
| Deferred | 1 | 0.78% | 0.78% | | |
| Deleted | 0 | 0.00% | 0.00% | | |
| Totals | 129 | | | | |
| Due to be Reported | 128 | | | | |

5.3. *Since 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 93.75% Green and 6.25% Red.*

5.4. 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**

| End of Year 2022/23 | Green | | Amber | | Red | |
|---|---|---|---|---|---|---|
| | Number of Indicators | Percentage | Number of Indicators | Percentage | Number of Indicators | Percentage |
| **Overall Performance** | | | | | | |
| All due targets | 120 | **93.75%** | 1 | **0.78%** | 7 | **5.47%** |
| **Corporate Priority** | | | | | | |
| Community Regeneration | 38 | **92.68%** | 1 | **2.44%** | 2 | **4.88%** |
| Environment and Health & Well Being | 44 | **95.65%** | 0 | **0.00%** | 2 | **4.35%** |
| Value for Money Council | 38 | **92.68%** | 0 | **0.00%** | 3 | **7.32%** |
| **Portfolio** | | | | | | |
| Leader and Economic Growth | 20 | **90.91%** | 1 | **4.55%** | 1 | **4.55%** |
| Tourism and Cultural Development | 19 | **100.00%** | 0 | **0.00%** | 0 | **0.00%** |
| Communities and Housing Standards | 35 | **100.00%** | 0 | **0.00%** | 0 | **0.00%** |
| Environment and Climate Change | 24 | **92.31%** | 0 | **0.00%** | 2 | **7.69%** |
| Finance, Treasury Management and Communications | 9 | **81.82%** | 0 | **0.00%** | 2 | **18.18%** |
| Regeneration, Business Support & Marketing | 13 | **86.67%** | 0 | **0.00%** | 2 | **13.33%** |

5.5. Corporate Plan Exception Reporting

5.5.1. Table 3 below details the targets given a 'Red' or 'Amber' status at the end of year

5.5.2. Full performance information on all Corporate Plan targets is provided in Appendix 1 (complemented by benchmarking data contained in Appendix 2).

**Table 3: Targets given a 'Red' or 'Amber' status for 2022/23: End of Year**

| Corporate Plan Performance | | | | |
|---|---|---|---|---|
| CP Ref | Measure | Target 2022/23 | Update | On Track? (R/A/G) |
| Community Regeneration | | | | |
| VFM08 | Progressing to Digital Maturity | Upgrade the Council website and go live with new version *(December 2022)* | During initial testing in the staging environment, built by the Council's external developers, a number of issues were identified that prevented the site being transferred to a local environment for further development. In January, the staging site was transferred to a local test environment which will allow Council officers to review content, style and test the website. Earlier this year it was announced security support for the current website system has been extended to November 2023 meaning the current website will continue to operate securely until the new site is ready to launch in June 2023. The new website will replace the existing one in June with no impact on users. | Off Target |

| Corporate Plan Performance | | | | |
|---|---|---|---|---|
| **CP Ref** | **Measure** | **Target 2022/23** | **Update** | **On Track? (R/A/G)** |
| **CR26** | **Deliver transformational regeneration for Burton upon Trent, working in partnership with the Burton Town Deal Board** | **Complete the review of the Regional Learning Hub (Project C) business case and agree next steps** *(September 2022)* | This project was withdrawn by Staffordshire University following a broad discussion in July 2022 and is not proceeding. As such, with approval from Government, all of the funding allocated to the project has been reallocated equally to the remaining four projects in order to support inflationary pressures. These are the High Street Regeneration Project; the Canal Towpath Enhancement Project; the Cycle Network Enhancement project; and the Specialist College Offer project. | **Off Target** |
| **CR30** | **Improve the Washlands as a regional attraction** | **Complete the delivery of the Washlands Enhancement Project** *(December 22)* | This has now gone out to stage 1 of the tender process. The work should commence in Summer 2023 (current estimate July/August) | **Off Target** |
| **VFM14** | **Having an approved Statement of Accounts** | **Submit Statement of Accounts to Audit Committee by the earlier Statutory Deadline** *(By Statutory Deadline)* | Accounts presented to Audit Committee, subject to finalisation of Audit work. Due to widely published national issues with local public external audit, as at 16th March 2023 only 16% of local authorities had published audited accounts for 2021/22. Management have taken action to address the remaining issues associated with external asset valuations. | **Off Target** |

| Corporate Plan Performance | | | | |
|---|---|---|---|---|
| **CP Ref** | **Measure** | **Target 2022/23** | **Update** | **On Track? (R/A/G)** |
| VFM01 | **Increasing staffing availability through reduced sickness** | **Short term sickness days average number per FTE 3.22 days** | Q1 average 0.89 days<br>Q2 average 0.90 days<br>Q3 average 1.35 days<br>Q4 average 0.79 days<br>YTD (April 22–March 23) 3.90<br><br>A large proportion of the short term sick days lost is within the manual environment services (approximately 50% of the total short term days lost, while making up approximately 28% of the workforce).<br><br>This year's total figure shows a slight increase on 2021/22 performance (3.71 days per FTE).<br><br>We have an overarching strategy for workplace health and an associated action plan that focuses on proactive and preventative interventions to support attendance. There are also a range of policies supporting well-being at work. Through our Occupational Health provider we have provided well-being checks. As part of attendance management we offer counselling support where needed. Managers carry out return to work interviews with individuals as they return from each spell of absence, and contact HR to arrange absence management interviews for those with attendance levels that are triggering concern | **Off Target** |
| EHW16 | **Maintain Performance On Recycling** | **Household Waste Recycled and Composted:** *Upper Quartile* | 40.64% estimated<br>See Appendix 2a for quartile data | **Off Target** |

| Corporate Plan Performance | | | | |
|---|---|---|---|---|
| CP Ref | Measure | Target 2022/23 | Update | On Track? (R/A/G) |
| EHW17 | **Improve Performance On Waste Reduction** | **Residual Household Waste Per Household:** *Upper Quartile.* | 495.33kg estimated<br>See Appendix 2a for quartile data | **Off Target** |
| CR24 | **Keeping Key Stakeholders informed on Planning Matters** | **Deliver 4 Developer Forums** | Developer Forum held on 15th March presenting on 4 topics.  Total of 3 held across the year. | **Target Partially Met** |

5.6.    Benchmarking

5.6.1. The Council uses LG Inform (an online tool developed by the LGA and local authority champions) to compare its performance. ESBC's 2022-23 Corporate Plan included targets to reach 'top' or 'upper' quartile for waste management and planning application measures. Whole year quartile data for the 2022-23 are not yet available for comparison, as national data collection and validation is still underway. However pre-release data for Q3 2022-23 are provided in Appendices 2a and 2b showing how ESBC compares to participating CIPFA near neighbours and other English district authorities.

## 5.7. Targets to be agreed post outturn

5.7.1 The 2023-24 Corporate Plan contained the following targets to be agreed post outturn. Table 4 lists the proposed targets for 2023-24 for approval.

**Table 4: Targets to be agreed post outturn**

| Reference Number | Measures | 2022-23 Outturn | Target 2023-24 |
|---|---|---|---|
| VFM29c | Working Towards the Reduction of Claimant Error Housing Benefit Overpayments (HBOPs): In Year HBOPs Recovered During the Year | 59% | 50% |
| VFM01 | Increasing Staffing Availability Through Reduced Sickness | 3.90 Days | 3.50 Days |

**6.    Leisure Services Contract Performance – Quarter Four 2022/23**

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.

6.3.    Contract monitoring was undertaken by the Council during January, February and March, reviewing the contractor's work with the community and updates regarding Better Health Staffordshire, the Uttoxeter Sports Hub and a number of capital enhancements to the fitness offering at Meadowside and Uttoxeter Leisure centres.

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.

> 6.5.1.    At the end of Quarter 4 a review of the scorecard's RAG ratings for the Key Performance Indicators showed statuses as follows; 75 Green, 1 Amber, and 2 Red.[1]

6.6.    The Key Performance Indicators will continue to be monitored throughout the year, and reported on each quarter.

6.7.    A fully detailed report, including financial performance, will be presented to the Scrutiny (Value for Money Council) Committee.

---

[1] Note different definitions apply for the RAG ratings for the Leisure Contract and Corporate Plan.

**7.** **Financial Considerations**

*This section has been approved by the following member of the Financial Management Unit: [ Lisa Turner ]*

7.1. There are no direct financial issues arising from this Report.

**8.** **Risk Assessment and Management**

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

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

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

8.3. **Negative** (Threats):

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

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

9. **Legal Considerations**

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

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

**10.** **Equalities and Health**

10.1. **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.

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

**11.** **Data Protection Implications – Data Protection Impact Assessment (DPIA)**

11.1. 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

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

**12.   Human Rights**

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

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

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

14.   **Recommendation(s)**

14.1.   To consider performance at the end of the 2022/23 financial year towards achieving the Council's Corporate Priorities and Leisure Services Contract.

14.2.   To agree the 2023-24 targets for VFM29c & VFM01 as detailed in Table 4 of the report.   The latter in light of a relatively higher sickness rate within Environment team.

15.   **Background Papers**

15.1.   Corporate Plan 2022/23 approved at Full Council in March 2022.
15.2.   Corporate Plan 2023/24 approved at Full Council in March 2023.

16.   **Appendices**

16.1.   Appendix 1: Spreadsheet of end of year updates for Corporate Plan targets

16.2.   Appendix 2a: Planning & Recycling Quartile Data

16.3.   Appendix 2b: Quarter 3 2022/23 benchmarking exercise using LG Inform (Anonymised)