



**EAST STAFFORDSHIRE BOROUGH COUNCIL**

**REPORT COVER SHEET**

<b>Title of Report:</b>	Corporate Plan Performance Report 2019/20: End of Year	To be marked with an 'X' by Democratic Services after report has been presented
<b>Meeting of:</b>	Corporate Management Team – 19 <sup>th</sup> May 2020	X
	Leader and Deputy Leaders – 26 <sup>th</sup> May 2020	X
	Leader's / Leader of the Opposition's Advisory Group / Independent Alliance Advisory Group- 3 <sup>rd</sup> & 4 <sup>th</sup> June 2020	X
	Cabinet – 15 <sup>th</sup> June 2020	X
	Scrutiny Audit and Value for Money Council Services Committee – Scrutiny Community Regeneration, 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: **Angela Wakefield**

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

Chief Finance Officer: **Sal Khan**

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

**EAST STAFFORDSHIRE BOROUGH COUNCIL**

**Report to Cabinet**

**Date: 15<sup>th</sup> June 2020**

**REPORT TITLE: Corporate Plan Performance Report 2019/20: 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 2019/20 financial year towards achieving “Value for Money” priority as set out in East Staffordshire Borough Council’s Corporate Plan.
- 1.2. The report is intended to aid 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 5.4.
- 1.3. The report recommends postponing the setting of the targets which were to be agreed post 2019/20 outturn in the 2020/21 Corporate Plan (listed in Section 5.7) until post Quarter 1, given the exceptional circumstances.
- 1.4. The report also highlights the 2020/21 targets identified as at risk of not being fulfilled due to the Covid-19 situation. These are detailed in Appendix 2.

## 2. **Executive Summary**

### 2.1. **Corporate Performance**

2.1.1. There are 109 indicators in total for the three corporate priorities. Each target has been graded using a Red, Amber<sup>1</sup> or Green scoring system to reflect the progress towards achieving that target.

2.1.2. Out of the 109 targets:

- 97** are green status
- 3** are amber<sup>1</sup> status
- 6** are red status
- 2** have been deferred
- 1** has previously been deleted

2.1.3. Of the 106 'live' targets:

- 91.51%** are green status
- 2.83%**<sup>1</sup> are amber status
- 5.66%** are red status

2.1.4. Out of the total 109 targets, 66 contribute to the “**Value for Money**” Corporate Priority. Of these 66 targets:

- 58** are green status
- 3** are amber<sup>1</sup> status
- 4** are red status
- 1** is to be deferred

2.1.5. Of the 65 'live' targets for the “**Value for Money**” Corporate Priority:

- 89.23%** are green status
- 4.62%**<sup>1</sup> are amber status
- 6.15%** are red status

## 3. **Background**

3.1. The 2019/20 edition of the Corporate Plan introduced the following 3 new Corporate Priorities:

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<sup>1</sup> At the meeting on 15<sup>th</sup> June 2020, Cabinet resolved VFM14, VFM16 and VFM37a should change from an Amber status to Red to reflect the year end position. These changes are reflected in the Addendum in Appendix 3 and Appendix 4.

- 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 2019/20 Deputy Leader Statements and was adopted at Full Council in March 2019.
- 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. Performance 2019/20: 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 109 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 scoring system has been applied using the following definitions, 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<sup>2</sup>:** 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

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<sup>2</sup> At the meeting on 15<sup>th</sup> June 2020, Cabinet resolved VFM14, VFM16 and VFM37a should change from an Amber status to Red to reflect the year end position. These changes are reflected in the Addendum in Appendix 3 and Appendix 4.

5.3. Table 1 below provides a breakdown of the number of targets in the Red, Amber and Green categories using the definitions above for the Value for Money priority<sup>3</sup>.

**Table 1: End of Year breakdown – Value for Money Priority**

<b>VALUE FOR MONEY COUNCIL</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>56</b>	<b>84.85%</b>	<b>87.88%</b>	<b>86.15%</b>	<b>89.23%</b>
<b>Numerical Outturn Within 5% Tolerance</b>	<b>2</b>	<b>3.03%</b>		<b>3.08%</b>	
<b>Numerical Outturn Within 10% Tolerance</b>	<b>2</b>	<b>3.03%</b>	<b>4.55%</b>	<b>3.08%</b>	<b>4.62%</b>
<b>Target Partially Met</b>	<b>1</b>	<b>1.52%</b>		<b>1.54%</b>	
<b>Completion Date Within Reasonable Tolerance</b>	<b>0</b>	<b>0.00%</b>		<b>0.00%</b>	
<b>Completed Significantly After Target Deadline</b>	<b>0</b>	<b>0.00%</b>	<b>6.06%</b>	<b>0.00%</b>	<b>6.15%</b>
<b>Off Target</b>	<b>4</b>	<b>6.06%</b>		<b>6.15%</b>	
<b>Not yet due to be reported</b>	<b>0</b>	<b>0.00%</b>	<b>0.00%</b>		
<b>Update not provided</b>	<b>0</b>	<b>0.00%</b>	<b>0.00%</b>		
Deferred	<b>1</b>	<b>1.52%</b>	<b>1.52%</b>		
Deleted	<b>0</b>	<b>0.00%</b>	<b>0.00%</b>		
<b>Totals</b>	<b>66</b>				
<b>Due to be Reported</b>	<b>65</b>				

5.4 At the meeting on 15th June 2020, Cabinet resolved VFM14, VFM16 and VFM37a should change from an Amber status to Red to reflect the year end position. These changes are reflected in the Addendum in Appendix 3 and Appendix 4.

<sup>3</sup> At the meeting on 15<sup>th</sup> June 2020, Cabinet resolved VFM14, VFM16 and VFM37a should change from an Amber status to Red to reflect the year end position. These changes are reflected in the Addendum in Appendix 3 and Appendix 4.

5.4. Full performance information on all Corporate Indicators can be seen in Appendix 1; however a summary of the percentage and number of performance indicators that have been graded Red / Amber<sup>4</sup> / Green for each of the Corporate Priorities is shown in Table 2 below.

**Table 2: Summary of RAG statuses by Priority**

End of Year 2019/20	Green		Amber		Red	
	Number of Indicators	Percentage	Number of Indicators	Percentage	Number of Indicators	Percentage
<b>Overall Performance</b>						
All due targets	97	91.51%	3	2.83%	6	5.66%
<b>Corporate Priority</b>						
Value for Money Council	58	89.23%	3	4.62%	4	6.15%
Environment and Health & Well Being	21	91.30%	0	0.00%	2	8.70%
Community Regeneration	18	100.00%	0	0.00%	0	0.00%

<sup>4</sup> At the meeting on 15<sup>th</sup> June 2020, Cabinet resolved VFM14, VFM16 and VFM37a should change from an Amber status to Red to reflect the year end position. These changes are reflected in the Addendum in Appendix 3 and Appendix 4.

## 5.5. Exception Reporting

5.5.1. Table 3 details the targets that have been given a 'Red' or 'Amber'<sup>5</sup> status.

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

CP Ref	Measure	Target 2019/20	Update	On Track? (R/A/G)
VFM14	Increasing Staffing Availability Through Reduced Sickness	Short Term Sickness Days Average: 2.75 days	2.98 days	Numerical Outturn Within 10% Tolerance <sup>5</sup>
VFM16	Legal and Assets	Carry out works to Canal Street industrial units, as identified in the condition survey (March 2020)	The contractor has shut down the site as part of its response to the COVID-19 pandemic. The works will be completed once the contractor resumes normal operations	Target Partially Met <sup>5</sup>
VFM37a	Continue to Maximise Income Through Effective Collection Processes: Reduce Former Years Arrears	Former Years Arrears for Council Tax; £1,900,000 (net)	£2,041,807  This figure is provisional, and will be confirmed once the final accounts have been completed. The figure is net of credits, balances that are being paid by arrangement (e.g. with the Council, or Enforcement Agents, or via attachments to earnings or benefits), and amounts identified for write off.	Numerical Outturn Within 10% Tolerance <sup>5</sup>

<sup>5</sup> At the meeting on 15<sup>th</sup> June 2020, Cabinet resolved VFM14, VFM16 and VFM37a should change from an Amber status to Red to reflect the year end position. These changes are reflected in the Addendum in Appendix 3 and Appendix 4.



CP Ref	Measure	Target 2019/20	Update	On Track? (R/A/G)
VFM07	Continuing to digitise SMARTER services	Secure Integrated Service Request and Payment mechanism developed and implemented (December 2019)	<p>The necessary upgrade to Unit 4 has delayed the delivery of this project.</p> <p>Following the upgrade to Unit 4 it was determined that consultancy support was required to securely configure the environment to allow the project to move towards completion.</p> <p>Additional work to progress the project has been undertaken including the development of the back office environment to ensure new service requests can integrate with current processes.</p> <p>The current range of service and payment mechanisms continue to be in place.</p>	Off Target
VFM33	Minimise The Number Of Missed Bin Collections	Number Of Missed Bin Collections: 2 missed bins per 10,000 collections	<p>2.9 per 10,000</p> <p>Equates to a total of 1,166 missed bins from approximately 3.8M collections</p> <p>Although this is higher than the target, recent benchmarking with Nearest Neighbours and the CIPFA family Group showed an average of 4.9 missed bins per 10,000.</p>	Off Target

CP Ref	Measure	Target 2019/20	Update	On Track? (R/A/G)
VFM37b	Continue to Maximise Income Through Effective Collection Processes: Reduce Former Years Arrears	Former Years Arrears for NNDR; £500,000 (net)	£1,185,198  This figure is provisional, and will be confirmed once the final accounts have been completed. The figure is net of credits, balances that are being paid by arrangement, and amounts identified for write off. During 2019/20 a total of £1,005,015 arrears have been generated from new assessments made by the Valuation Office Agency. Had those assessments not been necessary, this target would have been achieved.	Off Target
VFM57	Achieve further investment for our town centres and large settlements	Finalise agreement with SCC to fund the implementation of the co-designed Station Street new public realm project (June 2019)	The report was presented at the Full Council meeting in September 2019.  All of the recommendations of the report were approved and the agreement to fund the public realm project has been finalised.	Off Target (Completed Behind Schedule)
VFM25	Brewhouse, Arts and Town Hall Developments	Investigate new models of delivery for the Brewhouse Arts Facilities, Civic Function Suite and Arts Development	Target to be deferred to 2021 as per EDR165/20	Deferred

## 5.6. Benchmarking

5.6.1. To date the Council has received an insufficient number of data returns to produce a comparison for the end of year report.

## 5.7. Targets for 2020/21

5.7.1. There are a number of targets in the 2020/21 Corporate Plan which were to be agreed post 2019/20 outturn. Those from the Value for Money priority are listed in Table 4 below. Given the current coronavirus situation, it is recommended the target setting for these is postponed until after the quarter 1 outturn.

**Table 4: Targets for 2020/21 to be agreed post outturn**

Ref. 2020/21	Measures	Initial Target 2020/21	2019/20 Outturn	Target for Approval 2020/21
VFM19	Continue to Maximise Income Through Effective Collection Processes: Reduce Former Years Arrears for Council Tax; NNDR; Sundry Debts	Former Years Arrears for: a) Council Tax; b) NNDR; c) Sundry Debts; <i>To Be Agreed Post Outturn</i>	a) £2,041,807* b) £1,185,198* c) £37,621  *provisional figure	<i>Targets to be considered post Q1</i>
VFM21	Continue to Improve the Ways We Provide Benefits to Those Most in Need:	Time Taken to Process Benefit New Claims and Change Events (Previously NI 181) <i>To Be Agreed Post Outturn</i>	4.58 days	<i>Target to be considered post Q1</i>

Ref. 2020/21	Measures	Initial Target 2020/21	2019/20 Outturn	Target for Approval 2020/21
VFM22	Working Towards the Reduction of Claimant Error Housing Benefit Overpayments (HBOPs): % of HBOPs Overpayments Recovered During the Year; % of HBOPS Processed and on Payment Arrangement	a) % of HBOPs Overpayments Recovered During the Year; b) % of HBOPS Processed and on Payment Arrangement;  <i>To Be Agreed Post Outturn</i>	a) 111.61% (Target 80%) b) 92.9% (Target 85%)	<i>Target to be considered post Q1</i>

5.7.2. There are also a number of targets in the 2020/21 Corporate Plan which may require reconsidering as a result of the Coronavirus situation. These are detailed in Appendix 2.

## **6. Financial Considerations**

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

- 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. Any financial implications to mitigate against these risks are considered above.

## **8. Legal Considerations**

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

- 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. Human Rights**

- 10.1. There are no Human Rights issues arising from this Report.  
10.1.1.

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

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

**12. Recommendation(s)**

12.1. To consider performance at the end of the 2019/20 financial year towards achieving the Council's Corporate Priorities.

12.2. To note the deferral of target setting for VFM19, VFM21 and VFM22 until after the Quarter 1 outturn, given the exceptional circumstances.

12.3. To note the potential impact of the coronavirus situation on the Corporate Plan targets for 2020/21 listed in Appendix 2.

**13. Background Papers**

13.1. Leader and Deputy Leader Statements delivered to Full Council in March 2019.

13.2. Corporate Plan 2019/20 approved at Full Council in March 2019.

13.3. Corporate Plan Performance Report 201920 Quarter 1 – Cabinet September 2019

13.4. Corporate Plan Performance Report 201920 Quarter 2 – Cabinet December 2019

13.5. Corporate Plan Performance Report 201920 Quarter 3 – Cabinet March 2020

13.6. Corporate Plan Refresh 2020/21

**14. Appendices**

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

14.2. Appendix 2: List of targets in the 2020/21 Corporate Plan which may require reconsidering as a result of the Coronavirus situation

14.3. Appendix 3: Addendum following Cabinet

14.4. Appendix 4: Alternative version of Appendix 1 spreadsheet with VFM14, VFM16 and VFM37a shown as Red Status.