



**EAST STAFFORDSHIRE BOROUGH COUNCIL**

**REPORT COVER SHEET**

<b>Title of Report:</b>	Corporate Plan Performance Report 2020/21: Quarter 3	To be marked with an 'X' by Democratic Services after report has been presented
<b>Meeting of:</b>	Corporate Management Team – 16 <sup>th</sup> February 2021	X
	Leader and Deputy Leaders – 22 <sup>nd</sup> February 2021	X
	Leader's / Leader of the Opposition's Advisory Group / Independent Alliance Advisory Group- 3 <sup>rd</sup> & 4 <sup>th</sup> March 2021	X
	Cabinet – 15 <sup>th</sup> March 2021	X
	Scrutiny Audit and Value for Money Council Services Committee – 24 <sup>th</sup> March 2021 Scrutiny Community Regeneration, Environment and Health and Well Being Committee – 25 <sup>th</sup> March 2021	X



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 Scrutiny (A&VFM) Committee**

**Date: 15<sup>th</sup> March 2021**

**REPORT TITLE: Corporate Plan Performance Report 2020/21: Quarter 3**

**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 third quarter of the 2020/21 financial year towards achieving the “Value for Money” priority as 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 109 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 109 targets:

**84** are green status

**3** are amber status

**6** are red status

**3** are not yet due to be reported (including 2 proposed to be deferred)

**11** have been previously been agreed to be deferred

**2** have been previously been agreed to be deleted

2.1.3. Of the 93 'live' targets:

**90.32%** are green status

**3.23%** are amber status

**6.45%** are red status

2.1.4. Out of the total 109 targets, 56 contribute to the “**Value for Money**” Corporate Priority. Of these 56 targets:

**39** are green status

**3** are amber status

**5** are red status

**4** have been deferred

**2** have been deleted

**3** are not yet due to be reported (including 2 to be deferred)

2.1.5. Of the 47 'live' targets for the “**Value for Money**” Corporate Priority:

**82.98%** are green status

**6.38%** are amber status

**10.64%** are red status

### **3. Background**

3.1. The 2020/21 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 2020/21 Deputy Leader Statements and was adopted at Full Council in March 2020.

3.3. Following an appraisal of the impact of the coronavirus pandemic on the delivery of the Corporate Plan targets, an Executive Decision was taken to revise 25 targets. This included agreeing targets for 10 indicators, amending 4 targets, the deferral of 8 targets, the deletion of 2 targets and the introduction of 1 new target as detailed in EDR number 232/20. This report provides a quarter 2 update against the revised set of targets.

- 3.4. 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 2020/21: Quarter Three**

- 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 using the following definitions:
  - 5.2.1. **Green:** Target fully achieved or is currently on track to achieve target
  - 5.2.2. **Amber:** Indicator is in danger of falling behind target
  - 5.2.3. **Red:** Indicator is off target or has been completed behind the target deadline
- 5.3. Table 1a & b below provide a breakdown of the number of targets in the Red, Amber and Green categories using the definitions above.

**Table 1a: Quarter 3 breakdown for all priorities**

Status	Number of measures	% of all indicators	Total % of all indicators	% of due indicators	Total % of due indicators
<b>Target Fully Achieved</b>	29	26.61%	77.06%	31.18%	90.32%
<b>On Track to be Achieved</b>	55	50.46%		59.14%	
<b>In Danger of Falling Behind Target</b>	3	2.75%	2.75%	3.23%	3.23%
<b>Completed Behind Schedule</b>	2	1.83%	5.50%	2.15%	6.45%
<b>Off Target</b>	4	3.67%		4.30%	
<b>Not yet due to be reported</b>	3	2.75%	2.75%		
<b>Update not provided</b>	0	0.00%	0.00%		
Deferred	11	10.09%	10.09%		
Deleted	2	1.83%	1.83%		
<b>Totals</b>	<b>109</b>				
<b>Due to be Reported</b>	<b>93</b>				

**Table 1b: Quarter 3 breakdown for the Value for Money priority**

<b>VALUE FOR MONEY</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>11</b>	<b>19.64%</b>	<b>69.64%</b>	<b>23.40%</b>	<b>82.98%</b>
<b>On Track to be Achieved</b>	<b>28</b>	<b>50.00%</b>		<b>59.57%</b>	
<b>In Danger of Falling Behind Target</b>	<b>3</b>	<b>5.36%</b>	<b>5.36%</b>	<b>6.38%</b>	<b>6.38%</b>
<b>Completed Behind Schedule</b>	<b>2</b>	<b>3.57%</b>	<b>8.93%</b>	<b>4.26%</b>	<b>10.64%</b>
<b>Off Target</b>	<b>3</b>	<b>5.36%</b>		<b>6.38%</b>	
<b>Not yet due to be reported</b>	<b>3</b>	<b>5.36%</b>	<b>5.36%</b>		
<b>Update not provided</b>	<b>0</b>	<b>0.00%</b>	<b>0.00%</b>		
<b>Deferred</b>	<b>4</b>	<b>7.14%</b>	<b>7.14%</b>		
<b>Deleted</b>	<b>2</b>	<b>3.57%</b>	<b>3.57%</b>		
<b>Totals</b>	<b>56</b>				
<b>Due to be Reported</b>	<b>47</b>				

5.4. Full performance information on all Corporate Indicators can be seen in Appendix 1 (complemented by benchmarking data contained in Appendix 2); however a summary of the percentage and number of performance indicators that have been graded Red / Amber / Green for each of the Corporate Priorities is shown in Table 2 below:

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

<b>Quarter Three (2020/21)</b>	<b>Green</b>		<b>Amber</b>		<b>Red</b>	
	<b>Number of Indicators</b>	<b>Percentage</b>	<b>Number of Indicators</b>	<b>Percentage</b>	<b>Number of Indicators</b>	<b>Percentage</b>
<b>Overall Performance</b>						
<b>All due targets</b>	84	<b>90.32%</b>	3	<b>3.23%</b>	6	<b>6.45%</b>
<b>Corporate Priority</b>						
<b>Value for Money Council</b>	39	<b>82.98%</b>	3	<b>6.38%</b>	5	<b>10.64%</b>
<b>Environment and Health &amp; Well Being</b>	22	<b>100.00%</b>	0	<b>0.00%</b>	0	<b>0.00%</b>
<b>Community Regeneration</b>	23	<b>95.83%</b>	0	<b>0.00%</b>	1	<b>4.17%</b>



5.5. Exception Reporting

5.5.1. In order to highlight potential areas for improvement, Table 3 below details the targets in the ‘**Value for Money**’ priority that have been given a ‘Red’ or ‘Amber’ status.

**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 2020/21</b>	<b>Update</b>	<b>On Track? (R/A/G)</b>
VFM02	Continue to Improve Financial Resilience	Review compliance against CIPFA FM Code of Practice (December 2020)	Review delayed due to impact of Covid-19 on staffing resources. Review to be completed as soon as feasible.	<b>Off Target</b>
VFM06	Continue to Improve Financial Resilience	Develop Procurement Policy (June 2020)	The Procurement Policy was approved by Cabinet in September 2020. There was a slight delay in the policy being approved due to additional pressures on resource arising from the necessary response to the COVID-19 situation.	<b>Completed Behind Schedule</b>

## Corporate Plan Performance

CP Ref	Measure	Target 2020/21	Update	On Track? (R/A/G)
VFM12	Explore opportunities for shared service/income generation	Report on ICT income generation (June 2020)	Support is being provided to Oadby and Wigston Borough Council regarding their future service delivery options. A report will be provided by the end of quarter 4.	Off Target
VFM28	Essential Procurement Activities	Vehicle Procurement concluded (November 2020)	Procurement concluded in December. Financial appraisal of the procurement options undertaken by external consultants to support decision. Report scheduled for January Cabinet.	Off Target
VFM34a	Improve Awareness of Council Services, Venues and Initiatives	Develop and communicate annual marketing plans for each leisure, culture and tourism service and (April 2020)	As reported in Q1, each service has a specific Marketing Plan for 2020/21, although specific performance targets were unable to be added by the deadline due to COVID-19 uncertainties.	Completed behind Schedule

## Corporate Plan Performance

CP Ref	Measure	Target 2020/21	Update	On Track? (R/A/G)
VFM18b	<b>Continue to Maximise Income Through Effective Collection Processes (Previously BVPI10)</b>	<b>Collection Rates of NNDR : 99%</b>	<p>Quarter 3: 80.97% End of Year Forecast: 96%</p> <p>Target is annual. Affected by COVID pandemic. However, indications are that performance should be achieved within 5% of the target figure, as current collection is 3.81% down on target figure for 31 December.</p>	<b>In Danger of Falling Behind Target</b>
VFM22a <sup>ii</sup>	<b>Working Towards the Reduction of Claimant Error Housing Benefit Overpayments (HBOPs)</b>	<b>% in year HBOPs recovered during the year;  70%</b>	<p>Quarter 3: 61.70% End of Year Forecast: 60%</p> <p>Recovery of outstanding overpayments has been paused during this year due to the pandemic. Recovery from ongoing entitlement continued, but attachments to earnings and DDWP benefits were paused by DWP. The suspensions were lifted in November 2020 and we are now seeing increased collection. In December 2020 we collected 83% of the balances outstanding on the invoices raised that month.</p>	<b>In Danger of Falling Behind Target</b>

Corporate Plan Performance				
CP Ref	Measure	Target 2020/21	Update	On Track? (R/A/G)
VFM47	Review of the Council's CCTV Provision	Preparation of tender documentation for the CCTV Contract Renewal Completed (January 2021)	The preparation of tender documents is currently delayed due to a review of the CCTV provision.	In Danger of Falling Behind Target

#### 5.6. Targets recommended for Deferral

5.6.1. In mid-December 2020, the government published a 'Green Paper: Transforming public procurement' for consultation. It is therefore recommended VFM04 (the review and refresh of the Council's Contract Procedure Rules) should be deferred pending the outcome of the consultation (which closes in March 2021).

**Table 4: Targets recommended for Deferral**

Corporate Plan Performance				
CP Ref	Measure	Target 2020/21	Update	On Track? (R/A/G)
VFM04	Continue to Improve Financial Resilience	Review and Refresh Contract Procedure Rules (March 2021)	Request deferral pending outcome of Green Paper in relation to Public Procurement Regulations	Not Yet Due

## Corporate Plan Performance

CP Ref	Measure	Target 2020/21	Update	On Track? (R/A/G)
VFM03	Continue to Improve Financial Resilience	Review and Refresh Financial Regulations (March 2021)	Request deferral pending the refresh of the Contract Procedure Rules (see VFM04)	Not Yet Due

## **6. Financial Considerations**

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

- 6.1. There are no direct financial implications arising from this report. Those targets that do have financial implications have been taken into consideration as part of the quarterly financial monitoring report (elsewhere on the agenda).

## **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.

**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 third quarter of the 2020/21 financial year towards achieving the Council's Corporate Priorities.

12.2. To defer targets VFM04 & VFM03 to 2021/22.

**13. Background Papers**

13.1. Leader and Deputy Leader Statements delivered to Full Council in March 2020.

13.2. Corporate Plan 2020/21 approved at Full Council in March 2020.

13.3. Executive Decision Record 232/20

**14. Appendices**

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