



**EAST STAFFORDSHIRE BOROUGH COUNCIL**

**REPORT COVER SHEET**

<b>Title of Report:</b>	Corporate Plan Performance Report 2020/21: End of Year	To be marked with an 'X' by Democratic Services after report has been presented
<b>Meeting of:</b>	Corporate Management Team – 18 <sup>th</sup> May 2021	X
	Leader and Deputy Leaders – 24 <sup>th</sup> May	X
	Leader's / Leader of the Opposition's Advisory Group / Independent Alliance Advisory Group- 2 <sup>nd</sup> & 3 <sup>rd</sup> June	X
	Cabinet – 14 <sup>th</sup> June	
	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: 14<sup>th</sup> June 2021**

**REPORT TITLE: Corporate Plan Performance Report 2020/21: 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 2020/21 financial year towards achieving the priorities 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 5.5.

**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:

**83** are green status

**4** are amber status

**7** are red status

**13** have been deferred

2 have been deleted

2.1.3. Of the 94 'live' targets:

**88.30%** are green status

**4.26%** are amber status

**7.45%** 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: 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 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**

<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>81</b>	<b>74.31%</b>	<b>76.15%</b>	<b>86.17%</b>	<b>88.30%</b>
<b>Numerical Outturn Within 5% Tolerance</b>	<b>2</b>	<b>1.83%</b>		<b>2.13%</b>	
<b>Numerical Outturn Within 10% Tolerance</b>	<b>0</b>	<b>0.00%</b>	<b>3.67%</b>	<b>0.00%</b>	<b>4.26%</b>
<b>Target Partially Met</b>	<b>3</b>	<b>2.75%</b>		<b>3.19%</b>	
<b>Completion Date Within Reasonable Tolerance</b>	<b>1</b>	<b>0.92%</b>		<b>1.06%</b>	
<b>Completed Significantly After Target Deadline</b>	<b>2</b>	<b>1.83%</b>	<b>6.42%</b>	<b>2.13%</b>	<b>7.45%</b>
<b>Off Target</b>	<b>5</b>	<b>4.59%</b>		<b>5.32%</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>13</b>	<b>11.93%</b>	<b>11.93%</b>		
Deleted	<b>2</b>	<b>1.83%</b>	<b>1.83%</b>		
<b>Totals</b>	<b>109</b>				
<b>Due to be Reported</b>	<b>94</b>				

5.4. Last year, 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 88.30% Green and 11.70% Red.

5.5. 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 / Green for each of the Corporate Priorities and Cabinet Portfolios is shown in Table 2 below.

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

End of Year 2020/21	Green		Amber		Red	
	Number of Indicators	Percentage	Number of Indicators	Percentage	Number of Indicators	Percentage
<b>Overall Performance</b>						
All due targets	83	88.30%	4	4.26%	7	7.45%
<b>Corporate Priority</b>						
Value for Money Council	41	85.42%	1	2.08%	6	12.50%
Environment and Health & Well Being	21	95.45%	1	4.55%	0	0.00%
Community Regeneration	21	87.50%	2	8.33%	1	4.17%
<b>Portfolio</b>						
Leader	15	78.95%	1	5.26%	3	15.79%
Environment & Housing	29	93.55%	0	0.00%	3	6.45%
Leisure, Amenities & Tourism	10	83.33%	1	8.33%	1	8.33%
Regeneration & Planning Policy	21	95.45%	1	4.55%	0	0.00%
Community & Regulatory Services	8	88.89%	1	11.11%	0	0.00%

## 5.6. Exception Reporting

5.6.1. Table 3 details the targets that have been given a 'Red' or 'Amber' status.

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

<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>
<b>CR10</b>	<b>Market Development Initiatives</b>	<b>Hold at least 7 commercial events in the Market Hall/Market Place (March 2021)</b>	2 events. COVID-19 has prevented individuals from booking events at the Market Hall. Despite some nervousness, the road map set out by central government has enabled some organisers to make enquires for booking events in 2021/22 that would have taken place in 20/21.	<b>Off Target</b>
<b>VFM02</b>	<b>Continue to Improve Financial Resilience</b>	<b>Review compliance against CIPFA FM Code of Practice (December 2020)</b>	Review delayed due to impact of Covid-19 on staffing resources. Review to be completed as soon as feasible.	<b>Off Target</b>

Corporate Plan Performance				
CP Ref	Measure	Target 2020/21	Update	On Track? (R/A/G)
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.	Completed Behind Schedule
VFM12	Explore opportunities for shared service/income generation	Report on ICT income generation (June 2020)	Strategic and technical support and advice is being provided to Oadby and Wigston Borough Council regarding their future service delivery options. First invoice raised to OWBC in Quarter 4.	Off Target
VFM22aai	Working Towards the Reduction of Claimant Error Housing Benefit Overpayments (HBOPs)	% in year HBOPs recovered during the year;  70%	Q4 38.90% End of Year: 46.80% Recovery of overpayments was suspended during the pandemic, making it doubly difficult to reduce balances outstanding. This is the first year for this target and we regard the actual performance to be very good, considering these amounts are owed by debtors with little excess income in which to clear the amounts due.	Off Target



## Corporate Plan Performance

CP Ref	Measure	Target 2020/21	Update	On Track? (R/A/G)
VFM28	<b>Essential Procurement Activities</b>	<b>Vehicle Procurement concluded (November 2020)</b>	<p>The formal procurement exercise was delayed due to the complexities associated with widening the scope to include electronic vehicles and to commission professional advice to help with the detailed analysis of the various funding approaches that were being tested.</p> <p>Cabinet resolved to approve the award of the fleet contract to the preferred bidder in February 2021.</p>	<b>Completed Significantly After Target Deadline</b>
VFM47	<b>Review of the Council's CCTV Provision</b>	<b>Preparation of tender documentation for the CCTV Contract Renewal Completed (January 2021)</b>	<p>The CCTV procurement process was put on hold following a Scrutiny report on CCTV at the end of 2020, and the setting of a 21/22 Corporate plan target to bring forward a report on the current CCTV provision (VFM66).</p>	<b>Off Target</b>
CR07	<b>Legal and Assets</b>	<b>Carry out works to 8 of the Council's commercial properties, as identified in the condition survey (March 2021)</b>	<p>Work completed on all properties by 31st March with the exception of a replacement window at 75 Horninglow Road (fitted 26th April 2021) and works to Winshill Medical Centre and Pharmacy (date TBC).</p>	<b>Target Partially Met</b>

## Corporate Plan Performance

CP Ref	Measure	Target 2020/21	Update	On Track? (R/A/G)
CR21	<b>Improve Burton town centre through significant environmental regeneration</b>	<b>Deliver phase 1 of the Washlands Enhancement Project, fully utilising the GBSLEP Local Growth Fund monies (March 2021)</b>	Planning application is now likely to be determined in April/May, which may potentially impact the overall programme risking the target date of phase 2 completion. Preparatory works are underway to offset any potential slippage, such as reviewing the approach to procuring the landscaping works and compiling a tender specification in anticipation of a planning permission being granted.	<b>Target Partially Met</b>
EHW23	<b>Partnership working with Trading Standards Regarding Tenant Fees</b>	<b>Undertake a Targeted Initiative to Investigate and Enforce Compliance with Tenant Fees Legislation (March 2021)</b>	Initial work has been undertaken with Trading Standards alongside compliance work for Covid Compliance. This will continue to be progressed in 2021/22 (EHB17).	<b>Target Partially Met</b>
VFM34a	<b>Improve Awareness of Council Services, Venues and Initiatives</b>	<b>Develop and communicate annual marketing plans for each leisure, culture and tourism service and (April 2020)</b>	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.	<b>Completion Date Within a Reasonable Tolerance</b>

5.7. Numerical outturns within 5% of Target

5.8. In line with previous end of year reports, numerical outturns within 5% of the target have been classified as Green. These are listed in Table 4 below.

**Table 4: Numerical outturns within 5% of target**

<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>
VFM18b	Continue to Maximise Income Through Effective Collection Processes (Previously BVPI10)	Collection Rates of NNDR : 99%	95.09% £1.56 million Collection affected by recovery action being suspended during the year due to Govt restrictions.	Numerical outturn within 5% tolerance
VFM19c	Continue to Maximise Income Through Effective Collection Processes: Reduce Former Years Arrears for Council Tax; NNDR; Sundry Debts	Current years arrears for sundry debts (older than 90 days) <i>£80,000 (net of credits, amounts on arrangement and identified write offs)</i>	£83,831 Collection during the year has been affected by the impact of Covid-19 on businesses.	Numerical outturn within 5% tolerance

## 5.9. Targets for 2021/22

5.9.1. There are a number of targets in the 2021/22 Corporate Plan which were to be agreed post 2020/21 outturn. These are listed in Table 5 below with proposed targets for 2021/22 for approval as part of this report.

**Table 5: Targets for 2021/22 to be agreed post outturn**

Ref. 2021-22	Measures	Initial Target 2021/22	2020/21 Outturn	Proposed Target for 2021/22
VFM 23	Increasing Staffing Availability Through Reduced Sickness	Short Term Sickness Days Average: <i>To Be Agreed Post Outturn</i>	1.93 days excluding covid 2.25 days including covid	<b>2.70 days</b>
VFM 44	Continue to Maximise Income Through Effective Collection Processes: Reduce Former Years Arrears	Former Years Arrears for Council Tax; <i>To Be Agreed Post Outturn</i>	£2,134,291	<b>£2,500,000</b>
VFM 45	Continue to Maximise Income Through Effective Collection Processes: Reduce Former Years Arrears	Former Years Arrears NNDR; <i>To Be Agreed Post Outturn</i>	£1,271,987	<b>£1,500,000</b>

Ref. 2021-22	Measures	Initial Target 2021/22	2020/21 Outturn	Proposed Target for 2021/22
VFM 46	Continue to Maximise Income Through Effective Collection Processes: Reduce Former Years Arrears	Former Years Arrears for Sundry Debts; <i>To Be Agreed Post Outturn</i>	£83,831	<b>£80,000</b>
VFM 49	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>	4.48 days	<b>4.5 days</b>
VFM 50	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 In Year HBOPs Overpayments Recovered During the Year; c) % of HBOPS Processed and on Payment Arrangement; <i>To Be Agreed Post Outturn</i>	a) 115.45% b) 46.80% c) 91.50%	a) <b>90%</b> b) <b>70%</b> c) <b>90%</b>
EHB 06	Maintain Performance For Street Cleansing	Litter Detritus Graffiti Fly-posting <i>To Be Agreed Post Outturn</i>	0%	<b>0%</b>

Ref. 2021-22	Measures	Initial Target 2021/22	2020/21 Outturn	Proposed Target for 2021/22
EHB 07	Maintain Performance On Recycling	Household Waste Recycled and Composted <i>To Be Agreed Post Outturn</i>	45.10% (estimated – not all data received)	<i>Upper quartile</i>
EHB 08	Maintain Performance On Waste Reduction	Residual Household Waste Per Household: <i>To Be Agreed Post Outturn</i>	503kg (estimated – not all data received)	<i>Upper quartile</i>

## **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 2020/21 financial year towards achieving the Council's Corporate Priorities.

12.2. To approve the targets for 2021/22 as listed in Section 5.9 of this report.

**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

14.2. Appendix 2: Benchmarking