



EAST STAFFORDSHIRE BOROUGH COUNCIL

REPORT COVER SHEET

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|-------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|
| Title of Report: | Corporate Plan Performance Report 2023/24: End of Year | To be marked with an 'X' by Democratic Services after report has been presented |
| Meeting of: | Corporate Management Team – 15 th May 2024 | X |
| | Pre Cabinet – 23 rd May 2024 | X |
| | Leader’s / Leader of the Opposition’s Advisory Group – 30 th May 2024 / 5 th June 2024 | X |
| | Cabinet – 17 th June 2024 | |
| | Scrutiny (Value for Money Council) Committee – 3 rd July 2024 Scrutiny (Regeneration, Development and Market Hall) Committee – 11 th July 2024 Scrutiny (Climate Change and Environment) Committee – 24 th June 2024 Scrutiny (Health and Wellbeing) – 15 th July 2024 | |

| | | | |
|----------------------------------------------|------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Is this an Executive Decision:</p> | <p>YES</p> | <p>Is this a Key Decision:</p> | <p>NO</p> |
| <p>Is this in the Forward Plan:</p> | <p>YES</p> | <p>Does this report contain Confidential or Exempt Information:</p> <p>If the report Contains Confidential Information, please provide reason.</p> <p>If the report contains Exempt Information, please state relevant paragraph from Schedule 12A LGA 1972:</p> | <p>NO*</p> <p>*Appendix 2 & 3 do contain exempt information</p> <p>N/A</p> <p>*Appendix 2 & 3 do contain exempt information under Paragraph 3</p> |

EAST STAFFORDSHIRE BOROUGH COUNCIL

Report to Scrutiny Climate Change and Environment Committee

Date: 24th June 2024

REPORT TITLE: Corporate Plan Performance 2023/24: End of Year

PORTFOLIO: Leader

HEAD OF SERVICE: 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 fourth 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. There are 132 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 132 targets:

- **122** are green status
- **2** are amber status
- **6** are red status

- **2** have previously been deleted

2.1.3. Of the 130 'live' targets:

- **93.85%** are green status
- **1.54%** are amber status
- **4.62%** 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 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.

2.3. Towns Fund Programme

2.3.1. This report provides an update on the Towns Fund programme as of 2023-24 Q4. 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 (£3,502,278).

2.3.2. The Council 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 Four 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 31st March 2024, using the following definitions:
 - **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: 2023/24: 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 | 117 | 88.64% | 92.42% | 90.00% | 93.85% |
| Tolerance Of Within 5% | 5 | 3.79% | | 3.85% | |
| Numerical Outturn Within 10% Tolerance | 1 | 0.76% | 1.52% | 0.77% | 1.54% |
| Target Partially met | 0 | 0.00% | | 0.00% | |
| Completion Date Within Reasonable Tolerance | 1 | 0.76% | | 0.77% | |
| Completed Significantly After Target Deadline | 1 | 0.76% | 4.55% | 0.77% | 4.62% |
| Off Target | 5 | 3.79% | | 3.85% | |
| Not yet due to be reported | 0 | 0% | 0% | | |
| Update not provided | 0 | 0.00% | 0.00% | | |
| Deferred | 0 | 0.00% | 0.00% | | |
| Deleted | 2 | 1.52% | 1.52% | | |
| Totals | 132 | | | | |
| Due to be Reported | 130 | | | | |

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 Four (2023/24) | Green | | Amber | | Red | |
|----------------------------------------------------|----------------------|------------|----------------------|------------|----------------------|------------|
| | Number of Indicators | Percentage | Number of Indicators | Percentage | Number of Indicators | Percentage |
| Overall Performance | | | | | | |
| All due targets | 122 | 93.85% | 2 | 1.54% | 6 | 4.62% |
| Corporate Priority | | | | | | |
| Improving Local Democracy | 6 | 100.00% | 0 | 0.00% | 0 | 0.00% |
| Creating a prosperous East Staffordshire | 11 | 100.00% | 0 | 0.00% | 0 | 0.00% |
| Developing a Green New Deal for East Staffordshire | 10 | 90.91% | 0 | 0.00% | 1 | 9.09% |
| 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% |
| Others | 86 | 92.47% | 2 | 2.15% | 5 | 5.38% |
| Cabinet Member Portfolio | | | | | | |
| Communities and Regulatory Services | 21 | 91.30% | 0 | 0.00% | 2 | 8.70% |
| Environment and Climate Change | 31 | 91.18% | 1 | 2.94% | 2 | 5.88% |
| Finance and Treasury Management | 13 | 100.00% | 0 | 0.00% | 0 | 0.00% |
| Leader | 15 | 100.00% | 0 | 0.00% | 0 | 0.00% |
| Regeneration and Development | 22 | 91.67% | 1 | 4.17% | 1 | 4.17% |
| Tourism and Cultural Development | 20 | 95.24% | 0 | 0.00% | 1 | 4.76% |

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 2023/24: End of Year

| Corporate Plan Performance | | | | |
|----------------------------|------------------------------------------------|--------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| CP Ref | Measure | Target 2023/24 | Update | On Track? (R/A/G) |
| CRS01 | Licensing and Enforcement Activities- CCTV | Complete roll out/ installation of fixed CCTV cameras (July 2023) | All cameras have been installed. However cameras in the High Street and The Market Place, Uttoxeter, are not connected. Given the siting of these cameras further applications have been required: structural and electrical tests alongside certificates. Officers are in regular contact with Eon to continue progressing this. | Off Target |
| RAD05 | Improve the Washlands as a regional attraction | Submit planning application for a Washlands Visitor Centre (August 2023) | We have now relocated the Visitor Centre so it is no longer attached to the Water Tower. We have received a report detailing the current layouts which have been developed closely with ESBC and SWT. | Off Target |

| Corporate Plan Performance | | | | |
|----------------------------|------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------|
| CP Ref | Measure | Target 2023/24 | Update | On Track? (R/A/G) |
| TCD08 | Brewhouse and Town Hall Service | Complete the refurbishment of the Brewhouse roof (December 2023) | Currently preparing to procure a contract for roof repair works at the Brewhouse. This is a works contract, with multiple phases to be completed. Initially we will only be completing the phases that can be financially achieved within budget. Once the works has gone out to tender an updated project timeline will be provided outlining key project milestones. | Off Target |
| GD01 | Tackling the cost of living crisis | Identify 150 properties with an EPC of D or below where the occupant is on Council tax reduction to offer a range of energy efficiency measures, including insulation, to reduce fuel poverty | 25 properties have received energy efficiency measures at an average cost of £70 per property. A budget carry forward has been requested to continue delivery in 24/25 | Off Target |
| ECC23 | Review of Car Parking Services | 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) | 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 17th January 2024. The Committee voted to allow the decision to stand and the recommendations will now be implemented. | Completed Significantly After target Deadline |

| Corporate Plan Performance | | | | |
|----------------------------|----------------------------------------|--------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|
| CP Ref | Measure | Target 2023/24 | Update | On Track? (R/A/G) |
| ECC19 | Improve Performance On Waste Reduction | Residual Household Waste Per Household: Upper Quartile | <p>Q4 = 125.96kg (estimated as not all data received)</p> <p>End of year = 503.40kg (estimated)</p> <p>Based on latest available full year (2022/23) figures, top quartile performance would be 411.3kg.</p> <p>End of year estimated outturn is similar to previous year.</p> | Off Target |
| ECC20 | Maintain Performance On Recycling | Household Waste Recycled and Composted: Upper Quartile | <p>Q4 = 35.33% (estimated as not all data received)</p> <p>End of year = 42.56% (estimated)</p> <p>Based on latest available full year (2022/23) figures, top quartile performance would be 48.1%.</p> | Numerical Outturn Within 10% Tolerance |

| Corporate Plan Performance | | | | |
|----------------------------|----------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|
| CP Ref | Measure | Target 2023/24 | Update | On Track? (R/A/G) |
| RAD01 | Deliver the Burton upon Trent High Street Regeneration Project | Launch the temporary National Archive Centre and Regeneration Update Hub following completion of works and relocation of the collection (September 2023) | The Temporary National Archive Centre and Regen hub is now open as of October 2023 after work was completed in July 2023. The delay was caused by the transfer of the collection taking longer than anticipated, leading to a delay in the set-up of the National Archive Centre. Members of the Enterprise Team man the hub on three mornings a week. There is usually a good flow of the public with interest across a range of areas but particularly with the High Street Project. There is information provided from the Brew House showcasing their upcoming events, and details on the other Towns Fund projects notably BSDC and the Canal and River Trust. The National Brewery Heritage Trust are also now based at the Hub. | Completion Date Within Reasonable Tolerance |

5.5. Corporate Plan Targets to be Agreed Post Outturn

5.5.1. The 2024-25 Corporate Plan contained the following targets to be agreed post outturn. Table 4 lists the proposed targets for 2024-25 for approval. It is proposed that the 2023-24 target levels are maintained for 2024-25.

Table 4: Targets to be agreed post outturn

| Reference Number | Measures | 2023-24 Outturn | Target 2024-25 |
|-------------------------|------------------------------------------------------------------|------------------------|-----------------------|
| COM27 | Increasing Staffing Availability Through Reduced Sickness | 3.28 Days | 3.50 Days |
| COM28 | Improve On The Average Time To Pay Creditors | 9 Days | 10 Days |

6. Leisure Services Contract Performance – Quarter Four 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 January, February and March, in addition to the contractor's work with the community and local clubs, enhancements to their Leisure provision and updates regarding the Councils involvement in the Better Health Staffordshire initiative. .

6.4. Leisure Services Outcomes Scorecard

6.4.1. 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.

6.4.2. At the end of Quarter 4 of the 2023-24 contract year a review of the scorecard's RAG ratings for the Key Performance Indicators showed statuses as follows; 75 Green, 1 Amber, (increase fitness members at Shobnall Leisure Complex) and 2 Red (increase the number of enrolled swim lesson pupils at Meadowside Leisure Centre; and (increase participation within Active Communities sessions/programmes).¹ Additional information can be found in Appendix 2 at paragraph 3.2.5.

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

6.4.4. A fully detailed report, including financial performance, is presented quarterly to the Scrutiny (Value for Money Council) Committee.

7. Towns Fund Programme – Quarter Four 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:

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

- 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)
- 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 out in grant awards as part of this reporting process:
- Canal Towpath Project: £157,821.28 (8% of grant award)
 - Cycle Network Enhancements: £1,063,788.19 (56% of grant award)
 - Specialist College Offer Project: £3,502,278 (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 Four is £6,142,562 from a total project budget of £20,259,335, representing 30% of the project budget. The spend is slightly lower than quoted at Quarter Three due to some non-project related building costs being wrongly attributed to the project. Areas of expenditure include:
- The acquisition of property;
 - Project development and consultancy work;
 - Works at 206-207 Station Street.
- 7.6. The three partner projects are currently identified as being on track or completed with a positive RAG rating for delivery, spend and risk, with some projects having key communication milestones falling within the next 6 months.
- 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. This remains unchanged from previous updates.
- 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.

7.10. The Canal Towpath Project is expected to practically complete during the next quarter, subject to snagging and residual works, and so plans for a commissioned evaluation report are being developed.

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 the quarter 4 outturn 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. For example, on the Cycle Networks Enhancements Project, the Performance Report includes 2023/24 Council commitments, rather than spend incurred.
- 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.

9. Risk Assessment and Management

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

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

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

9.1.2. **Negative** (Threats):

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

- 9.2. 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)

12.1. 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

12.2. 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 2023/24 financial year towards achieving the Council's Corporate Priorities, Leisure Services Contract and Towns Fund Programme.

16. Background Papers

16.1. None

17. Appendices

17.1. Appendix 1: End of Year Corporate Plan Performance Updates 2023/24

17.2. Appendix 2: Quarter 4 Leisure Services Contract Performance Summary (Private)

17.3. Appendix 3: Town Hall Funds Quarter 4 Performance Summary (Private)