



**EAST STAFFORDSHIRE BOROUGH COUNCIL**

**REPORT COVER SHEET**

|                         |   |   |
|-------------------------|---|---|
| <b>Title of Report:</b> | Quarter 2 Performance Report 2023/24: Corporate Plan, Leisure Contract and Towns Fund Programme             | To be marked with an 'X' by Democratic Services after report has been presented |
| <b>Meeting of:</b>      | Corporate Management Team – 15 <sup>th</sup> November 2023  | X   |
|                         | Pre-Cabinet – 23 <sup>rd</sup> November 2023  | X   |
|                         | Leader's / Leader of the Opposition's Advisory Group – 30 <sup>th</sup> November / 6 <sup>th</sup> December | X   |
|                         | Scrutiny (Health and Well Being) Committee – 12 <sup>th</sup> December                                      |   |



|  |     |                             |    |
|--|-----|-----------------------------|----|
| 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 CHIEF OFFICER**

Monitoring Officer: **John Teasdale**

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

Chief Finance Officer: **Stephen Fitzgerald**

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

**EAST STAFFORDSHIRE BOROUGH COUNCIL**

**Report to Cabinet**

**Date: 18<sup>th</sup> December 2023**

**REPORT TITLE: Quarter 2 Performance Report 2023/24**

**PORTFOLIO: Leader**

**CHIEF OFFICER: Mark Rizk**

**CONTACT OFFICER: Jennifer Norman (Corporate Plan) Ext. No. 1273  
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 second 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. The Corporate Plan contains 132 targets<sup>1</sup> in total. 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:

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<sup>1</sup> For the purposes of reporting performance, some targets have been broken down into separate parts, increasing the total number from 121 to 132 targets. E.g. ECC13 (street cleaning) and FTM03 (former years arrears)

**114** are green status  
**2** are amber status  
**5** are red status  
**9** are not yet due to be reported  
**2** are proposed for deletion.

2.1.3. Of the 121 'live' targets:

**94.21%** are green status  
**1.65%** are amber status  
**4.13%** 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 2 of the 2023-24 contract year a review of the Outcomes Scorecard's RAG ratings for the Key Performance Indicators showed statuses as follows; 78 Green, 0 Amber, and 0 Red.

## 2.3. Towns Fund Programme

2.3.1. This report provides an update on the Towns Fund programme as of 2023-24 Q2. It summarises project progress, key risks, and current financial profiles. The following amounts have been paid out in grant awards (including in October): Specialist College Offer Project: £3,494,864.26 (99.79% of grant award). The following amounts have been claimed but not yet paid: Cycle Network Project: £780,049.76 (41.1% of grant award). The total spend for the Council's own High Street project as of the end of Quarter Two is £6.1m from a total project budget of £20,259,335, representing 30% of the project budget.

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 Two 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 30<sup>th</sup> June 2023, using the following definitions:

- **Green:** Target fully achieved or currently on track to achieve target
- **Amber:** In danger of falling behind target
- **Red:** Off target or has been completed behind 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: Quarter 2 RAG statuses for all Corporate Plan targets**

| <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>36</b>                 | <b>27.27%</b>              | <b>86.36%</b>                    | <b>29.75%</b>              | <b>94.21%</b>                    |
| <b>On Track to be Achieved</b>            | <b>78</b>                 | <b>59.09%</b>              |                                  | <b>64.46%</b>              |                                  |
| <b>In Danger of Falling Behind Target</b> | <b>2</b>                  | <b>1.52%</b>               | <b>1.52%</b>                     | <b>1.65%</b>               | <b>1.65%</b>                     |
| <b>Completed Behind Schedule</b>          | <b>0</b>                  | <b>0.00%</b>               | <b>3.79%</b>                     | <b>0.00%</b>               | <b>4.13%</b>                     |
| <b>Off Target</b>                         | <b>5</b>                  | <b>3.79%</b>               |                                  | <b>4.13%</b>               |                                  |
| <b>Not yet due to be reported</b>         | <b>9</b>                  | <b>6.82%</b>               | <b>6.82%</b>                     |                            |                                  |
| <b>Update not provided</b>                | <b>0</b>                  | <b>0.00%</b>               | <b>0.00%</b>                     |                            |                                  |
| Deferred                                  | <b>0</b>                  | 0.00%                      | 0.00%                            |                            |                                  |
| Deleted                                   | <b>2</b>                  | 1.52%                      | 1.52%                            |                            |                                  |
| <b>Totals</b>                             | <b>132</b>                |                            |                                  |                            |                                  |
| <b>Due to be Reported</b>                 | <b>121</b>                |                            |                                  |                            |                                  |

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 Two (2023/24)                              | Green                |            | Amber                |            | Red                  |            |
|--|----------------------|------------|----------------------|------------|----------------------|------------|
|  | Number of Indicators | Percentage | Number of Indicators | Percentage | Number of Indicators | Percentage |
| <b>Overall Performance</b>                         |                      |            |                      |            |                      |            |
| All due targets                                    | 114                  | 94.21%     | 2                    | 1.65%      | 5                    | 4.13%      |
| <b>Corporate Priority</b>                          |                      |            |                      |            |                      |            |
| Improving Local Democracy                          | 6                    | 100.00%    | 0                    | 0.00%      | 0                    | 0.00%      |
| Creating a prosperous East Staffordshire           | 10                   | 100.00%    | 0                    | 0.00%      | 0                    | 0.00%      |
| Developing a Green New Deal for East Staffordshire | 10                   | 100.00%    | 0                    | 0.00%      | 0                    | 0.00%      |
| 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%      |
| <b>Cabinet Member Portfolio</b>                    |                      |            |                      |            |                      |            |
| Communities and Regulatory Services                | 21                   | 95.45%     | 0                    | 0.00%      | 1                    | 4.55%      |
| Environment and Climate Change                     | 28                   | 90.32%     | 2                    | 6.45%      | 1                    | 3.23%      |
| Finance and Treasury Management                    | 12                   | 100.00%    | 0                    | 0.00%      | 0                    | 0.00%      |
| Leader   | 14                   | 100.00%    | 0                    | 0.00%      | 0                    | 0.00%      |
| Regeneration and Development                       | 20                   | 90.91%     | 0                    | 0.00%      | 2                    | 9.09%      |
| Tourism and Cultural Development                   | 19                   | 95.00%     | 0                    | 0.00%      | 1                    | 5.00%      |

#### 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 Quarter 2**

| 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)  | <p>The installation works have been completed in Uttoxeter and Burton excluding the below: C9354, Uxbridge/Queen street – out of hours location, being upgraded out of hours week commencing 09.10.23.</p> <p>There is a power issue in Uttoxeter on x2 lighting columns within Uttoxeter cameras C9335, C9336, C9337 and C9338 will not be operational as these receive the network connectivity from radios from previous columns. Camera C9345 Asda Loading bay has no power currently. Work is being undertaken to rectify this.</p> | 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) | Report has been deferred until December Cabinet.   | Off Target        |



**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 works undertaken by the Council were completed earlier in the summer, however the unit has not launched as of the end of September due to the relocation of items by the National Brewery Trust still being underway.                          | Off Target                         |
| RAD05  | Improve the Washlands as a regional attraction                 | Submit planning application for a Washlands Visitor Centre (August 2023)   | A pre-application advice application was submitted earlier in the year. A full application has been held back on account of changes to the approach to the High Street Project being considered and subsequently approved by Council in September. | Off Target                         |
| TCD08  | Brewhouse and Town Hall Service                                | Complete the refurbishment of the Brewhouse roof (December 2023)   | We received a decision notice from the Planning Officer 12.10.23. There are no pre-commencement conditions, therefore work to procure contractors can now begin.   | Off Target                         |
| ECC19  | Improve Performance On Waste Reduction                         | Residual Household Waste Per Household: Upper Quartile   | 122.24 kg - estimated as not all data received.<br>Year to date = estimated 248.18kg<br>End of year forecast = 500kg<br>Latest published quartile data (2021/22) for English district authorities shows top quartile as 421kg                      | In Danger of Falling Behind Target |
| ECC20  | Maintain Performance On Recycling                              | Household Waste Recycled and Composted: Upper Quartile   | 47.48% - estimated as not all data received<br>Year to date = estimated 48.07%<br>End of year forecast = 42%<br>Latest published quartile data (2021/22) for English district authorities shows top quartile as 51.3%                              | In Danger of Falling Behind Target |

## 5.5. Targets proposed for deletion

5.5.1. The following targets are proposed for deletion due to reasons set out below.

| CP Ref | Measure  | Target 2023/24   | Reason  | On Track? (R/A/G) |
|--------|--|--|---|-------------------|
| RAD06  | Improve the Washlands as a regional attraction | Commence the construction of the Washlands Visitor Centre (subject to planning) (February 2023)                    | Following the Council decision in September 2023 regarding the future development at the High Street project, this development proposal is currently being considered as part of the wider scheme and so is not being taken forward to implementation at this time.   | <i>Deleted</i>    |
| PH01   | Protecting our Heritage                        | Consider creating a model of co-operative ownership of Burton Market Hall, with six monthly reporting (March 2024) | Following the decision of Cabinet in September 2023; "that a consultation exercise be undertaken to consider options and seek views on the future of the Market Hall including: A commercially managed, outsourced Food Hall option; a Community Cooperative option, which would provide specialist markets including food festivals, evening entertainment and community events as well as provide space and opportunities for a variety of community uses; and in addition, to seek alternative ideas from residents on the future of the Market Hall, using an independent local firm," it is proposed to delete target PH01 and provide an update on the outcome of the consultation exercise as a Corporate Plan target for 2024/25. | <i>Deleted</i>    |

## **6. Leisure Services Contract Performance – Quarter Two 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 July, August and September, the contractor's work with the community and updates regarding Better Health Staffordshire, sports provision within Uttoxeter, including the Uttoxeter Sports Hub and a number of enhancements to the fitness and swimming 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.
- 6.6. At the end of Quarter 2 of the 2023-24 contract year a review of the scorecard's RAG ratings for the Key Performance Indicators showed statuses as follows; 78 Green, 0 Amber, and 0 Red.<sup>2</sup>
- 6.7. The Key Performance Indicators will continue to be monitored throughout the year, and reported on each quarter.
- 6.8. A fully detailed report, including financial performance, will be presented to the Scrutiny (Value for Money Council) Committee.

## **7. Towns Fund Programme – Quarter Two 2023/24**

- 7.1. The Burton upon Trent Towns Fund programme is now active, with all four projects either in the design, procurement or delivery phase.
- 7.2. There are four projects on the Towns Fund programme, namely:
  - 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)

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<sup>2</sup> Note different definitions apply for the RAG ratings for the Leisure Contract and Corporate Plan.

- 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:
  - 7.4.1. Specialist College Offer Project: £3,494,864.26 (99.79% of grant award)
- 7.5. The following amounts have been claimed but not yet paid:
  - 7.5.1. Cycle Network Project: £780,049.76 (41.1% of grant award)
- 7.6. 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 Two is £6,155,348 from a total project budget of £20,259,335, representing 30% of the project budget. Areas of expenditure include:
  - 7.6.1. The acquisition of property;
  - 7.6.2. Project development and consultancy work;
  - 7.6.3. Works at 206-207 Station Street.
- 7.7. The three partner projects are currently identified as being on track with a positive RAG rating for delivery, spend and risk, with all projects having key communication milestones falling within the next 6 months, which include commencement, submission and launch/completion events.
- 7.8. 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.
- 7.9. 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.
- 7.10. No project has completed or fully claimed at the time of this report and so no local evaluation activities are underway, however this will soon be due for at least one of the projects (Specialist College Offer).

## **8. Financial Considerations**

*This section has been approved by the following member of the Financial Management Unit: James Hopwood and Stephen Fitzgerald*

- 8.1. 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:

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

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

9.3. **Negative** (Threats):

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

- 9.4. 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)**

- 10.1. 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

10.2 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 second quarter of the 2023/24 financial year towards achieving the Council's Corporate Priorities and Leisure Services Contract and Towns Fund Programme.

15.2. To approve the deletion of targets RAD06 and PH01 as detailed in section 5.5 of the report.

### **16. Background Papers**

16.1. Corporate Plan 2023/24 approved at Full Council in July 2023.

### **17. Appendices**

17.1. Appendix 1: Quarter 2 updates for all Corporate Plan targets.

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

17.3. Appendix 3: Quarter 2 Towns Fund Programme Summary (Private)