

## **Council Report**

Council – 13 July 2016

### **Title**

2016/17 Rotherham MBC Corporate Plan

### **Is this a Key Decision and has it been included on the Forward Plan?**

Yes

### **Directors Approving Submission of the Report**

Sharon Kemp, Chief Executive

Shokat Lal, Assistant Chief Executive

### **Report author(s):**

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### **Ward(s) Affected**

All

### **Executive Summary**

1. The Phase Two corporate Improvement Plan includes a headline commitment for the Council to establish a new Corporate Plan which sets out the headline priorities for the organisation and can inform wider service planning and performance management down to the levels of individual staff.
2. A 'first version' of a new Corporate Plan for the Council was presented by the then Managing Director Commissioner, Stella Manzie, to the Council meeting on 9<sup>th</sup> December 2015. Council approved this initial version in the understanding that further work would be required in order to refine a finalised Corporate Plan, with this work led by the new Chief Executive and senior management working with the newly appointed Cabinet following the local elections in May 2016.
3. In the light of this further work and refinement of the Plan and the measures within it, enclosed for Members' consideration is a copy of a proposed Rotherham MBC Corporate Plan for 2016-17 (attached Appendix A).

4. The 2016/17 Corporate Plan represents the core document that underpins the Council's overall vision, setting out headline priorities, indicators and measures that will demonstrate its delivery. Alongside it will sit a renewed corporate Performance Management Framework, explaining to all Council staff how robust performance monitoring and management arrangements (including supporting service business plans) will be put in place to ensure focus on implementation.

## **Recommendations**

Elected Members are asked to:

- Approve the proposed Rotherham MBC Corporate Plan for 2016-17 (attached Appendix A)

## **List of Appendices Included**

Appendix A – Final Corporate Plan for 2016-17

## **Background Papers**

- RMBC corporate 'Fresh Start' Improvement Plan, 26th May 2015
- RMBC corporate Improvement Plan, Phase Two Action Plan, June 2016
- RMBC Corporate Plan 2016–2018 "First Version", December 2015
- 'Views from Rotherham' report, October 2015

## **Consideration by any other Council Committee, Scrutiny or Advisory Panel**

A presentation on the first version Corporate Plan was provided by the then-MD Commissioner to Overview and Scrutiny Management Board (OSMB) on 26<sup>th</sup> November 2015.

The 'first version' of the Corporate Plan was also previously considered by Elected Members at the RMBC Council meeting on 9<sup>th</sup> December 2015.

## **Council Approval Required**

Yes

## **Exempt from the Press and Public**

No

## **Title (Main report)**

### **2016/17 Rotherham MBC Corporate Plan**

#### **1. Recommendations**

1.1 Elected Members are asked to:

- Approve the proposed Rotherham MBC Corporate Plan for 2016-17 (attached Appendix A)

#### **2. Background**

- 2.1 The report of the Corporate Governance Inspection (CGI), led by Dame Louise Casey (published on 4<sup>th</sup> February 2015), criticised the Council's approach to performance management. The report stated that while the Council's approach at that time to strategic and corporate planning and the publication of associated documents had been in line with expectations, they did not "connect with reality on the ground". The report went on to note how the Council had no effective over-arching vision which should be informing its work and priorities; and that the Plans themselves could be over-simplified (e.g. on single pages) and did not provide the depth required to drive performance.
- 2.2 In the light of this, the Council's two-year corporate 'Fresh Start' Improvement Plan, agreed by Commissioners, Elected Members and central Government in May 2015, set out a specific objective for the Council to establish a new Corporate Plan and supporting Performance Management Framework. Such documents are critical tools in any local authority in setting out both the direction and priorities of the organisation in supporting the delivery of an overall vision; as well as the means by which these will be identified, implemented and kept under review.
- 2.3 To inform the establishment of this new vision, during the summer of 2015, the Leader of the Council and Commissioners (with support from a range of partner organisations and other leading councillors), met with people across Rotherham to listen to their views on their key priorities for the future of the borough. In total around 1,800 people were engaged through this roadshow process (with the results published in the "Views from Rotherham" report in October 2015).
- 2.4 The Leader of the Council used the feedback received to define a new vision for the Borough, which was announced at the Commissioners' public meeting with Councillors on 28<sup>th</sup> October 2015. This Council vision is as follows:

*"Rotherham is our home, where we come together as a community, where we seek to draw on our proud history to build a future we can all share. We value decency and dignity and seek to build a town where opportunity is extended to everyone, where people can grow, flourish and prosper, and where no one is left behind."*

*“To achieve this as a Council we must work in a modern, efficient way, to deliver sustainable services in partnership with our local neighbourhoods, looking outwards, yet focused relentlessly on the needs of our residents.*

*“To this end we set out four priorities:*

- 1. Every child making the best start in life*
- 2. Every adult secure, responsible and empowered*
- 3. A strong community in a clean, safe environment*
- 4. Extending opportunity, prosperity and planning for the future.”*

- 2.4 In the light of this new vision, the development of a ‘first version’ of a new Corporate Plan was led by the then-MD Commissioner. Elected Members were briefed during the drafting process, including a presentation to Overview and Scrutiny Management Board (OSMB) on 26<sup>th</sup> November 2015.
- 2.5 This ‘first version’ of the new Corporate Plan, alongside a revised Performance Management Framework, was then endorsed by Elected Members at the Council meeting on 9<sup>th</sup> December 2015. Members acknowledged that the Corporate Plan would require further work to refine it, and that priorities and measures would need to be finalised through a process led by the new Chief Executive and senior management in place from early 2016. Importantly, it was also noted that the finalised Corporate Plan would need to reflect the specific priorities of the Leader and Cabinet in place following the local elections in May 2016.

### **3. Key Issues**

- 3.1 Since the arrival of the newly appointed Chief Executive in February 2016, work has been taking place alongside Cabinet Members, Strategic Directors, Assistant Directors, senior officers and performance leads to identify headline measures in order to refine a finalised Corporate Plan for 2016-17. A copy of this revised and refined Corporate Plan for 2016/17 is enclosed at **Appendix A**. It includes a total of 86 measures, which form the priority actions under each of four themes of the Council’s vision (as set out at paragraph 2.4 above), as well as a fifth, cross-cutting corporate commitment to operate as a modern and efficient Council.
- 3.2 29 measures are also highlighted (in bold text within the tables on pages 22 to 45 of the Plan document) as particular, headline priorities, informed by discussions with the Leader and Cabinet.
- 3.5 The 2016/17 Corporate Plan does not aim to set out measures for everything the Council does. Through the guidance and direction set out in the supporting Performance Management Framework, relevant plans will be in place at different levels of the organisation to provide the critical ‘golden thread’ that ensures everyone is working together to achieve the Council’s strategic priorities. Service and team planning templates have been produced to ensure that officers develop a consistent approach which is followed across the Council, and this process will be supported by direct linkages to the Performance and Development Review (PDR)

process for Council staff. Where appropriate these supporting plans will also address those measures that were included within the “first version” Corporate Plan that Elected Members considered in December 2015, but no longer feature in the refined, one-year Plan for 2016/17.

3.6 Given the nature of the Council’s ongoing progress towards improvement a one year plan has been developed for 2016-17. The underpinning performance management cycle runs from April to March and 2016-17 will therefore be a transitional year for planning and reporting, to introduce these new performance management arrangements and ensure a new and consistent approach across the Council. From the autumn of 2016, further work will be required to reassess the Plan and develop a new, potentially longer-term plan beyond 2017 in order to ensure greater stability for the organisation. A revised Plan will need to be formally approved in early 2017 to ensure that delivery/monitoring can commence at the beginning of the 2017/18 performance cycle. Furthermore, this process will also ensure that the Council’s Scrutiny function is engaged in the process to agree a new Plan, as well as a supporting process to refresh the underpinning Directorate and service-level business plans. This is recognised as a key priority in the Phase Two Corporate Improvement Plan, to be considered by Elected Members at the Cabinet and Commissioners meeting on 11<sup>th</sup> July 2016.

3.7 Members’ attention is also particularly drawn to the re-defined staff values and behaviours contained within the 2016/17 Corporate Plan (page 20), which are set out as follows:

- **Honest** – “we are open and truthful in everything we say and do”
- **Accountable** – “we own our decisions, we do what we say and we acknowledge and learn from our mistakes”
- **Respectful** – “we show regard and sensitivity for the feelings, rights and views of others”
- **Ambitious** – “we are dedicated, committed and positive, embracing change with energy and creativity”
- **Proud** – “we take pride in our borough and in the job that we do”

3.8 These values and behaviours reflect a programme of engagement, including focus groups and discussion amongst senior managers. They aim to respond to a number of the criticisms made within the CGI report of the council’s previous approaches to performance, customer care and engagement with partners and local communities. The Chief Executive and Strategic Directors will be responsible for modelling these values and behaviours and leading the development of a high performance culture, supported by the new Performance Management Framework. An ongoing roll-out plan will ensure continuing awareness-raising, modelling and assessment of adherence to the behaviours expected of all staff.

### **Monitoring and reporting progress**

3.11 To ensure that the 2016/17 Corporate Plan is effectively performance managed, it is proposed that monthly performance updates are provided

to Cabinet members, Commissioners and the Chief Executive and Strategic Directors. Formal, quarterly performance reports will also be provided to the public Cabinet and Commissioners' Decision Making meeting, where there will be further opportunities for pre-Scrutiny consideration in line with new governance arrangements.

3.13 These formal quarterly performance reports are anticipated to be presented to the following Cabinet and Commissioner Decision Making meetings during 2016/17:

- Quarter 1 Performance Report (performance to end-June 2016) – 12<sup>th</sup> September 2016
- Quarter 2 Performance Report (performance to end September 2016) – 14<sup>th</sup> November 2016
- Quarter 3 Performance Report (performance to end December 2017) – 13<sup>th</sup> February 2017
- Quarter 4 Performance Report (performance to end March 2017) – May 2017 (date TBC)
- Final 2016/17 Annual Performance Report (validated data) – Summer/early Autumn 2017 (date TBC)

3.14 The quarterly performance reports will include both quantitative and qualitative data, with performance information against the specified measures within the Plan presented alongside wider intelligence such as customer feedback, quality assurance, external regulation and specific case study information. Performance data will be supported by a broader narrative update to demonstrate what is being achieved and the impacts and outcomes being delivered across the borough.

#### **4. Options considered and recommended proposal**

4.1 The 2016/17 Corporate Plan has been developed in consultation with Cabinet Members and Commissioners as well as officers across the Council's service areas.

4.2 It is recommended that the Corporate Plan for 2016-17 is approved by Council and that Performance Reports are presented on a quarterly basis to the public Cabinet and Commissioner Decision Making meetings, as outlined above, with opportunities under new governance arrangements for pre-scrutiny consideration.

#### **5. Consultation**

5.1 The Council consulted with 1,800 members of the public to develop the new vision for the borough during the summer of 2015 and set out in October 2015 (see paragraph 2.4 above). During 2016/17 The Leader and Chief Executive held a number of staff briefing sessions throughout January and February 2016. Part of the sessions included an update on the Corporate Plan and over 800 attended in total.

- 5.2 A presentation on the first version of a new Corporate Plan was made to Overview and Scrutiny Management Board on 26<sup>th</sup> November 2015, with this first version formally considered by members at the Council meeting on 9<sup>th</sup> December 2015.
- 5.3 As work has progressed on the Plan a number of presentations and discussions have also taken place with the Council's middle ("M3") managers (for example on 18<sup>th</sup> November 2015, with regard to the first version; and more recently, on the revised version, on 17<sup>th</sup> May 2016). Regular discussions on the developing Plan have also been held with Strategic and Assistant Directors, Cabinet Members and Commissioners.
- 5.4 Focus groups, M3 manager meetings, as well as the Visioning exercise during 2015 ("Views from Rotherham"), have all also provided opportunities to help define the new values and behaviours for the organisation contained within the Plan. Trades Unions have also seen the values and behaviours and will be included in considerations around the roll out of these.

## **6. Timetable and Accountability for Implementing this Decision**

- 6.1 Following approval, it is proposed that the first quarterly Performance Report will be presented to the public Cabinet and Commissioners Decision Making meeting on 12<sup>th</sup> September 2016. Paragraph 3.13 above sets out an outline forward programme of further quarterly performance reports.

## **7. Financial and Procurement Implications**

- 7.1 The finalised versions of the enclosed documents will help steer the use of Council finances going forward, balanced against the wider funding backdrop for the Council and the broader national local government finance and policy context.
- 7.2 The Council operates in a constantly changing environment and will need to be mindful of the impact that changes in central Government policy, forthcoming legislation and the changing financial position of the authority will have on its ability to meet strategic, corporate priorities and performance targets; and that ambitions remain realistic.

## **8. Legal Implications**

- 8.1 While there is no specific statutory requirement for the Council to have a Performance Management Framework and Corporate Plan, being clear about the Council's ambitions gives staff, partners, residents and central Government a clear understanding of what it seeks to achieve and how it will prioritise its spending decisions.
- 8.2 An effective and embedded Corporate Plan is also a key part of the Council's ongoing improvement journey in response to Government intervention at the Council.

## **9. Human Resources Implications**

9.1 There are no direct Human Resources (HR) implications as a result of this report, though the contribution HR makes to a fully functioning organisation and dynamic workforce is set out within the Plan (priority 5 – a modern, efficient Council). Roll out of the values and behaviours will require engagement with all sections of the workforce and this will be a key role for managers across the organisation, led by the Chief Executive and wider Senior Leadership Team.

## **10. Implications for Children and Young People and Vulnerable Adults**

10.1 The Corporate Plan has a core focus on the needs of children and young people and vulnerable adults, including a focus on establishing Rotherham as a 'child-centred' borough (Priority 1).

## **11. Equalities and Human Rights Implications**

11.1 Ensuring that the Council meets its equalities and human rights duties and obligations is central to how it manages its performance, sets its priorities and delivers services across the board.

11.2 A new corporate Equalities and Diversity Policy is due to be formally considered by Council on 13<sup>th</sup> July 2016, which will reinforce the duties of the Council in this regard in delivering the aims and ambitions of the new Corporate Plan for 2016/17 and supporting service business planning processes.

## **12. Implications for Partners and Other Directorates**

12.1 Partnership working is central to the Corporate Plan (as outlined in Section 6, from page 17 of the document). A formal partnership structure for Rotherham was re-established during 2015/16, with the formation of the new 'Rotherham Together Partnership' (RTP). An initial, twelve-month RTP Action Plan was launched in March 2016 and partners will be developing a new, longer-term Community Strategy over the course of 2016, to come into force from 2017. The Community Strategy will describe how local partners plan to work together to deliver effective, integrated services, making best use of their collective resources; and this Strategy will also need to inform future reconsideration and reassessments of the Council's own Corporate Plan.

## **13. Risks and Mitigation**

13.1 Current performance arrangements are not consistent across Council directorates. The new Performance Management Framework and underpinning delivery plans at Directorate and Service level will operate to ensure that common, agreed principals are embedded in all parts of the Council.

13.2 Specific risks will also be managed via the monthly and quarterly performance management and reporting arrangements noted within this

report, and further supported by the new Performance Management Framework. Directorates will also work to ensure that any significant risks are also addressed via Directorate and Corporate Risk Registers.

13.3 It should be noted that the Council currently has undefined corporate resources to support performance monitoring management, with such resources currently located primarily across two Directorates (Adult Care and Housing and Children's and Young People's Services). For this reason a Performance Management Peer Review is to be conducted by the Local Government Association (LGA) during July 2016 to identify the future requirements of the Council's performance function. This is a further, specific action contained within the Phase Two corporate Improvement Plan, with a target to agree a new structure for the function from October 2016.

13.3 A longer term Corporate Plan will also be required from April 2017 to ensure greater stability for the organisation, appropriately integrated with the new Community Strategy for Rotherham being developed across partner organisations.

#### **14. Accountable Officer(s)**

14.1 *Sharon Kemp, Chief Executive*

Approvals Obtained from:

Assistant Director, Financial Services: Stuart Booth

Interim Head of Human Resources: Alan Greaves

Service Manager (Commercial and Governance), Legal Services: Stuart Fletcher

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