

## **Council Report**

Overview and Scrutiny Management Board – 16 September 2016

### **Title**

Corporate Plan 2016/17 Quarter 1 Performance Report

### **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**

The Corporate Plan for 2016-17 was approved by Elected Members at the RMBC Council meeting on 13<sup>th</sup> July 2016. The 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 sits a renewed corporate Performance Management Framework, explaining to all Council staff how robust performance monitoring and management arrangements are required to ensure effective implementation.

To ensure the delivery of actions and their impact is assessed, formal quarterly performance reports are required to the public Cabinet and Commissioners' Decision-Making meeting, with an opportunity for pre-Scrutiny consideration in line with new governance arrangements. This report is the first in the 2016/17 reporting cycle for quarter 1 April – 30 June 2016.

The Performance Report and Performance Scorecard (Appendix A and B) provide an analysis of the Council's current performance against 14 key delivery outcomes and 102 measures (the Corporate Plan includes 86 measures however a number of these include different elements). This report is based on the current position of available data, along with an overview of progress on key projects and activities which also contribute towards the delivery of the Corporate Plan.

At the end of the first quarter (April - June 2016) 19 measures are progressing above or in line with the target set. Although this represents 18.6% of the total number of measures, performance shows that **43.2%** of measures which have data available for the first quarter are on target. **27.3%** (12) of performance measures measured this quarter have not progressed in accordance with the target set (11.8% overall).

### **Recommendations**

1. That the overall position and direction of travel in relation to performance be noted.
2. That measures which have not progressed in accordance with the target set and the actions required to improve performance, including future performance clinics, be discussed.
3. That feedback be provided on the new reporting format.
4. That the performance reporting timetable for 2016/17 be noted.

### **List of Appendices Included**

- Appendix A – Quarter 1 Performance Report
- Appendix B – Quarter 1 Performance Scorecard

### **Background Papers**

- RMBC corporate 'Fresh Start' Improvement Plan, 26th May 2015
- RMBC corporate Improvement Plan, Phase Two Action Plan, June 2016
- RMBC Corporate Plan 2016–18 draft approved December 2015
- 'Views from Rotherham' report, October 2015
- Performance Management Framework 2016-17
- RMBC Corporate Plan 2016-17 approved July 2016

### **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.

A first draft of the Corporate Plan 2016-18, along with a new Performance Management Framework was considered and endorsed by Elected Members at the RMBC Council meeting on 9<sup>th</sup> December 2015.

The Corporate Plan for 2016-17 was approved by Elected Members at the RMBC Council meeting on 13<sup>th</sup> July 2016.

This report was considered by the Cabinet and Commissioners' Decision Making Meeting on 12 September 2016.

**Council Approval Required**

No

**Exempt from the Press and Public**

No

## **Title (main report)**

### **Corporate Plan 2016/17 Quarter 1 Performance Report**

#### **1. Recommendations**

- 1.1 That the overall position and direction of travel in relation to performance be noted.
- 1.2 That measures which have not progressed in accordance with the target set and the actions required to improve performance, including future performance clinics be discussed.
- 1.3 That feedback be provided on the new reporting format.
- 1.4 That the performance reporting timetable for 2016/17 be noted.

#### **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 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.
- 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 (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.
- 2.5 In the light of this new vision, the development of a new Corporate Plan was initially led by the then MD Commissioner. This new Corporate Plan for 2016-2018, 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.

- 2.6 Since the arrival of the newly appointed Chief Executive in February 2016, work began 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. Given the nature of the Council's ongoing progress towards improvement a one-year plan was developed. 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. The refined Corporate Plan for 2016-17 was approved by Elected Members at the RMBC Council meeting on 13<sup>th</sup> July 2016.
- 2.7 Service and team planning templates have been produced to ensure a 'golden thread' runs from the Corporate Plan through to service, team plans and the PDR process and develop a consistent approach across the Council.

### **3. Key Issues**

- 3.1 The Corporate Plan includes 86 measures, however a number of these include different elements resulting in there being 102 in total. The measures sit under 14 key delivery outcomes, which form the priority actions under each of the vision priorities:

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

These four priorities are underpinned by a fifth, cross-cutting commitment to be *a modern and efficient Council*.

- 3.2 The 2016/17 Corporate Plan sets out the vision, priorities and measures to assess progress. 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.
- 3.3 The Quarter 1 Performance Report (Appendix A) sets out how the Council has performed in the first quarter of 2016/17 (April – June 2016) to deliver the five headline priorities for Rotherham as set out in the Corporate Plan for 2016-17. The report provides an overview of progress and exceptions (good/improved performance and areas of concern) as well as wider information, key facts and intelligence such as customer feedback, quality assurance, external regulation and specific case study information to demonstrate what has been achieved to deliver the vision.

3.4 The Q1 Performance Scorecard (Appendix B) provides an analysis of the Council's performance against each of the 102 performance measures. Based on the frequency of reporting and targets set each of the measures are rated as follows:

**Overall status (relevant to target)**



Measure progressing above or in line with target set



Measure progress has been satisfactory but is not fully reaching target set



Measure has not progressed in accordance with target set



Measure under development (e.g. awaiting data collection or target-setting)



Measure not applicable for target (e.g. baseline year, or not appropriate to set a specific target)



Measure information not yet available (e.g. due to infrequency or timing of information/data)

**Direction of travel (dependent upon whether good performance in high or low)**



Numbers have improved



Numbers are stable



Numbers have got worse



Direction of travel not applicable

3.5 At the end of the first quarter (April - June 2016) 19 measures are progressing above or in line with the target set. Although this represents 18.6% of the total number of measures, performance shows that **43.2%** of measures which have data available for the first quarter are on target. The direction of travel is also positive for **36%** (15) of the indicators measured this quarter (14.7% across the whole of the Corporate Plan).

3.6 **27.3%** (12) of performance measures measured this quarter have not progressed in accordance with the target set (11.8% overall) and **45.2%** (19) have seen a negative direction of travel (18.6% across the whole of the Corporate Plan).

- 3.7 There are a number of measures **42.2%** (43 in total) rated as 'measure information not yet available' due to a number of measures which are annual, termly or 6 monthly. In some circumstances interim data is available to demonstrate whether or not the Council is on track to achieve the annual target, however for others the Performance Report provides an overview of progress to assure Cabinet/Commissioners that progress is being made.
- 3.8 Commissioners and Cabinet Members will recall that the Corporate Plan includes five staff values and behaviours which capture in one place how everyone in the Council is expected to act and behave, including with customers and partners. A roll-out plan will commence in September 2016 to ensure awareness-raising, modelling and assessment of adherence to the behaviours expected of all staff. Future performance reports will include a progress update to demonstrate what has been done to embed the values and behaviours across the organisation.
- 3.9 The new quarterly reporting template has been developed in consultation with performance officers and the Strategic Leadership Team. Due to the adoption of a new reporting format, Cabinet Members and Commissioners are asked to provide feedback to with regards whether there is anything additional which they would like to see in future reports.
- 3.10 To ensure that the 2016/17 Corporate Plan is effectively performance managed formal quarterly performance reports will be presented to Cabinet/Commissioner Decision-Making meetings during 2016/17:
- 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)

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

- 4.1 It is recommended that Cabinet and Commissioners review the overall position, direction of travel and general progress made to deliver against the key delivery outcomes and provide feedback regarding what action is required in relation to areas of poor performance.
- 4.2 It is recommended that Cabinet and Commissioners adopt the new reporting format and provide feedback regarding any additional information they would like to see in future reports.

## **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. 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 formally considered by members at the Council meeting on 9<sup>th</sup> December 2015 and approved on 13<sup>th</sup> July 2016.
- 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 draft Corporate Plan; and more recently, on the revised plan, on 17<sup>th</sup> May 2016 and on the approved plan and service planning on 27<sup>th</sup> July). 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 "Views from Rotherham" consultation conducted in 2015, 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.
- 5.5 The quarterly reporting template and performance scorecard has been developed in consultation with performance officers, the Strategic Leadership and Cabinet Members.

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

- 6.1 This is the first quarterly Performance Report. The Quarter 2 Performance Report will be presented to Cabinet and Commissioners on 14<sup>th</sup> November. Paragraph 3.10 above sets out an outline forward programme of further quarterly performance reports.

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

- 7.1 The Corporate Plan 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 and Performance Report (priority 5 – a modern, efficient Council). Roll out of the values and behaviours requires engagement with all sections of the workforce and it is 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 was adopted 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. A formal partnership structure for Rotherham was re-established during 2015/16 with the formation of the new 'Rotherham Together Partnership' (RTP). An initial, 12 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. This Strategy will also need to inform future reconsideration and reassessments of the Council's own Corporate Plan.

### **13. Risks and Mitigation**

13.1 Within the Performance Report there are two sections relating to risks under each of the key delivery outcomes. These include the 'exceptions' and 'risks and challenges ahead' sections. Within the Performance Scorecard all measures which have not progressed in accordance with the target set are clearly marked with a red cross. Directorates are also responsible for ensuring that any significant risks are also addressed via Directorate and Corporate Risk Registers.

13.2 **27.3%** (12) of performance measures measured this quarter have not progressed in accordance with the target set (11.8% overall) and **45.2%** (19) have seen a negative direction of travel (18.6% across the whole of the Corporate Plan).

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

14.1 *Sharon Kemp, Chief Executive*

Approvals Obtained from:

Interim Head of Human Resources: Alan Greaves

Assistant Director of Legal Services – Dermot Pearson

Strategic Director of Finance and Customer Services – Judith Badger

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