

**Council Report**

Overview and Scrutiny Management Board – 27th September 2017

**Title**

Council Plan 2017/18 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):**

Simon Dennis, Corporate Risk Manager, Assistant Chief Executive's Directorate  
01709 822114 or [simon.dennis@rotherham.gov.uk](mailto:simon.dennis@rotherham.gov.uk)

**Ward(s) Affected**

All

**Executive Summary**

The three year Council Plan for the period 2017-2020 was approved by Elected Members at the RMBC Council meeting on 12<sup>th</sup> July 2017. 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 the 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 report in the 2017/18 reporting cycle covering quarter 1 (1<sup>st</sup> April to 30<sup>th</sup> June 2017).

The Performance Report and Performance Scorecard (Appendices A and B) provide an analysis of the Council's current performance against 14 key delivery outcomes and 72 measures. 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 Council Plan.

At the end of this first quarter (April to June 2017) 27 measures had either met or had exceeded the target set in the Council Plan. Although this represents only 37.5% of

the total number of measures in the Plan, it equates to **47.4%** of the total number of indicators where data is available or where targets have been set. A total of 16 (**27.6%** of those measured in the quarter) performance measures have not hit their target for the year (22.2% overall).

### **Recommendations**

1. That the overall position and direction of travel in relation to performance be noted.
2. That consideration be given to measures which have not progressed in accordance with the target set and the actions required to improve performance, including future performance clinics
3. That the performance reporting timetable for 2017/18 be noted.

### **List of Appendices Included**

Appendix A – Quarter 4 Narrative Performance Report

Appendix B – Quarter 4 Performance Scorecard

### **Background Papers**

- RMBC corporate 'Fresh Start' Improvement Plan, 26th May 2015
- RMBC corporate Improvement Plan, Phase Two Action Plan, June 2016
- 'Views from Rotherham' report, October 2015
- Performance Management Framework 2016-17
- RMBC Corporate Plan 2016-17 approved July 2016
- RMBC Council Plan 2017-2020 – Cabinet Agenda 25<sup>th</sup> June 2017

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

The new Performance Management Framework was considered and endorsed by Elected Members at the RMBC Council meeting on 9<sup>th</sup> December 2015.

The Council Plan for 2017-2020 was approved by Elected Members at the RMBC Council meeting on 12<sup>th</sup> July 2017.

The last Corporate Plan monitoring report which was for 2016/17 Quarter 4 Performance was presented to the Overview and Scrutiny Management Board (OSMB) on 2<sup>nd</sup> August 2017.

This report was considered by the Cabinet and Commissioners' Decision Making Meeting Board on 11th September 2017.

### **Council Approval Required**

No

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

No

## **Council Plan 2017/18 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 consideration be given to measures which have not progressed in accordance with the target set and the actions required to improve performance, including future performance clinics
- 1.3 That the performance reporting timetable for 2017/18 be noted.

### **2. Background**

- 2.1 To inform the establishment of the new Vision for the Council, 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). This feedback was used 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.
- 2.2 In the light of this new vision, a new Corporate Plan was developed. This new 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, but 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 to reflect the specific priorities of the Leader and Cabinet in place following the local elections in May 2016.
- 2.3 Given the nature of the Council's ongoing progress towards improvement a one-year Corporate Plan was developed. The underpinning performance management cycle ran from April to March and 2016-17 was a transitional year for planning and reporting, which enabled the embedding of the 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. This has been further refined to generate a new Council Plan covering period from 2017 to 2020. This refreshed Plan was approved by members on 12<sup>th</sup> July 2017.
- 2.4 A new reporting format has been adopted and, following its development throughout the 2016-2017 year, the final quarterly Performance Report for the old Corporate Plan (January to March 2017) was presented to the Cabinet and Commissioners' Decision Making meeting on 10<sup>th</sup> July 2017 and the Overview and Scrutiny Management Board (OSMB) on 2<sup>nd</sup> August. At the Cabinet and Commissioners' Decision Making meeting the overall direction of travel in relation to performance and the performance reporting timetable were noted.

2.5 Service and team plans have been produced to ensure a 'golden thread' runs from the Council Plan through to service, team plans and the PDR process and develop a consistent approach across the Council. Service Plans are now in place across the Council.

### 3. Key Issues

3.1 The Council Plan includes 72 measures. 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 2017/18 Council 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 are 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 final quarter of 2017/18 (1 April to 30<sup>th</sup> June 2017) to deliver the five headline priorities for Rotherham as set out in the Council Plan for 2017-2020. 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 72 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 2017) 27 measures had either met or had exceeded the target set in the Council Plan. Although this represents only 37.5% of the total number of measures in the Plan, it equates to 47.4% of the total number of indicators where data is available or where targets have been set. The direction of travel is positive for 55.7% (34) of the indicators measured in this quarter. A total of 16 (27.6% of those measured in the quarter) performance measures have not hit their target for the year (22.2% overall).
- 3.6 The Council set 25 priority indicators for 2017/18 which represented the key measures that the Council wished to place particular focus on in the course of the year. Of these 25, 9 hit their target in the quarter, 9 did not hit their target, 5 are reporting satisfactory progress and two either do not yet have reliable data available or are measures where a target has not been set.
- 3.7 The 9 priority indicators where data is available and which hit their targets in the period were:
- 1.C1 – *Smoking status at time of delivery (women smoking whilst pregnant):*
  - 2.B2 – *Number of Safeguarding investigations completed per 100,000 adult population*
  - 2.B8 - *All age number of new permanent admissions to residential care for adults*
  - 3.B2(a) – *Effective enforcement action taken where evidence is found – other environmental crime*
  - 3.B4 – *Number of missed bins per 100,000 collections .*
  - 3.B5 - *% of waste sent for reuse*
  - 4.A2 – *Increased number of business births per 10,000 population*
  - 4.A6 - *Number of jobs in the Borough*
  - 5.D3 – *Reduction in Agency cost*

3.8 The 9 priority measures that missed their target in the period were:

- 1.A1 – *Reduction in children in Need rate*
- 1.A2 – *Reduction in the number of children who are subject to a CP plan*
- 1.A3 – *Reduction in the number of Looked After Children*
- 1.A7 – *Reduce the number of disrupted placements*
- 2.B9 – *All total of number of people supported in residential care*
- 3.A4(d) - *% of licence holders that demonstrate adherence to the requirements of the Council's Hackney Carriage and Private Hire Policy – obtained BTEC/NVQ*
- 4.A7 – *Narrow the gap to the UK average rate of working population who are economically active*
- 4.B1 - *Number of new homes delivered during the year*
- 5.D2 - *days lost per FTE*

3.9 Commissioners and Cabinet Members will recall that the Council 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. Roll-out of the values commenced in September 2016 with staff briefings, articles in Take 5 staff magazine, a new screensaver and launch of employee awards nominations, particularly recognising those openly living the values. The Big Hearts Big Changes Awards took place on 24<sup>th</sup> November. Further roll out phases will see the behaviours incorporated within the PDR paperwork.

3.10 The Council Plan for 2017/2020 provides a clearer focus on indicators that can be measured monthly or quarterly compared to the Corporate Plan. To ensure that the 2017/2020 Council Plan is effectively performance managed, formal quarterly performance reports will continue to be presented to Cabinet/Commissioner Decision-Making meetings during 2017/18:

- Quarter 2 Performance Report (performance to end September 2017) – 13<sup>th</sup> November 2017
- Quarter 3 Performance Report (performance to end December 2017) – 19<sup>th</sup> February 2018
- Quarter 4 Performance Report (performance to end March 2018) – June 2018 (exact date TBC)
- Final 2017-2018 Annual Performance Report (validated data) – early Autumn 2018 (exact 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.

## **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. Regular discussions on the developing plan were also held with Strategic and Assistant Directors, M3 Managers and Cabinet Members and Commissioners.
- 5.3 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.
- 5.4 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 relating to the Council Plan for 2017/2020. The Quarter 2 Performance Report is currently planned to be presented to Cabinet and Commissioners on 13<sup>th</sup> November 2017. Paragraph 3.11 sets out an outline forward programme of further quarterly performance reports.

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

- 7.1 The Council 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.
- 7.3 Any identified needs to procure goods, services or works in relation to achieving the Council Plan objectives should be referred to the Corporate Procurement Service in order to ensure all projects are in line with the relevant internal Contract Procurement Rules and UK Public Contract Regulations as well as relevant EU legislation.

## **8. Legal Implications**

- 8.1 While there is no specific statutory requirement for the Council to have a Performance Management Framework and Council 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 Council 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 Council 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. This will reinforce the duties of the Council in delivering the aims and ambitions of the Council Plan for 2017/2020, and supporting service business planning processes.

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

- 12.1 Partnership working is central to the Council Plan. The formal partnership structure for Rotherham, the 'Rotherham Together Partnership' (RTP), launched "The Rotherham Plan 2025" in March 2017. The Plan describes how local partners plan to work together to deliver effective, integrated services, making best use of their collective resources. The refreshed Council Plan links to The Rotherham Plan by picking up the "Game Changers" described in the latter document and setting out the Performance Indicators that describe how the Council intends to deliver its part of the 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 The Strategic Risk Register is structured to identify and mitigate strategic risks aligned to the Council Plan. The process of updating and identifying strategic risks is designed to enable the Council to manage risks connected to the Council Plan.

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

- 14.1 Sharon Kemp, Chief Executive

Approvals Obtained from:

Head of Human Resources: Sue Palfreyman

Assistant Director of Legal Services: Dermot Pearson

Strategic Director of Finance and Customer Services: Graham Saxton

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