

**Committee Name and Date of Committee Meeting**

Cabinet – 18 March 2019

**Report Title**

Council Plan 2018-2019 Quarter 3 Performance Report

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

No, but it has been included on the Forward Plan

**Strategic Director Approving Submission of the Report**

Shokat Lal, Assistant Chief Executive

Sharon Kemp, Chief Executive

**Report Author(s)**

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**Ward(s) Affected**

Borough-wide

**Report Summary**

The Council Plan is the core document that underpins the Council's overall vision. The Plan sets out the headline priorities, outcomes and measures that will demonstrate delivery of the vision. The process for monitoring of performance against the vision is set out in the Council's Performance Management Framework which explains to all Council staff how robust performance monitoring should be carried out.

The Council Plan for the period 2017-2020 was approved by Elected Members at the RMBC Council meeting on 12th July 2017. Refreshed performance measures covering the 2018-2019 financial year were approved by Cabinet on 21st May 2018.

To ensure that the delivery of actions and their impact is assessed, formal quarterly performance reports are presented in public at Cabinet meetings, with an opportunity for pre-decision scrutiny consideration if required. This report is the third report in the 2018-2019 reporting cycle covering quarter three (1st October 2018 to 31<sup>st</sup> December 2018).

The Performance Report and Performance Scorecard included in Appendix A provides an analysis of the Council's current performance against 14 key delivery outcomes and 70 measures. This report is based on the currently available data and also includes an overview of progress on key projects and activities which contribute to the delivery of the Council Plan.

At the end of the third quarter (October to December 2018) 24 measures had either met or had exceeded the target set in the Council Plan. This represents 42% of the total number of measures where data is available or where targets have been set. This is another successive slight decline in performance as 45% of measures hit their targets in quarter two and 47% in quarter one. The Priority area with the highest proportion of targets met is Priority 4 (Extending opportunity, Prosperity and planning for the future) where 67% of measures are marked as on target.

The direction of travel is positive for 36 (58%) of the measures calculated in this quarter. This is a slight improvement compared to the 57% figure for last quarter and suggests that, although there has been an increase in the number of targets marked as "off track", overall performance is improving.

### **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 2018-2019 be noted

### **List of Appendices Included**

Appendix A Quarter 3 Performance Report

### **Background Papers**

- 'Views from Rotherham' report, October 2015
- Performance Management Framework 2016-2017
- RMBC Council Plan 2017-2020 – Cabinet Agenda 25<sup>th</sup> June 2017 and revised indicators for 2018-2019 – Cabinet Agenda 21<sup>st</sup> May 2018
- Corporate Performance Report 2018-2019 Quarter 1 – Cabinet Agenda 17<sup>th</sup> September 2018
- Corporate Performance Report 2018-2019 Quarter 2 – Cabinet Agenda 17<sup>th</sup> December 2018.

**Consideration by any other Council Committee, Scrutiny or Advisory Panel**  
Overview and Scrutiny Management Board – 27 March 2019

### **Council Approval Required**

No

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

No

## Corporate Plan 2018-2019 Quarter 3 Performance Report

### 1. Background

- 1.1 The current Council Plan, which covers the period 2017 to 2020, was approved by members on 12<sup>th</sup> July 2017. Refreshed performance measures, covering the 2018-2019 financial year, were approved by Cabinet on 21<sup>st</sup> May 2018.
- 1.2 This is the third quarterly Performance Report for 2018-2019. The last report, covering quarter 2 of 2018-2019, was reported to the Cabinet meeting on 17<sup>th</sup> December 2018.
- 1.3 Service Plans have been produced to ensure a 'golden thread' runs from the Council Plan through to each service as well as the PDR process. These help to develop a consistent approach across the Council.

### 2. Key Issues

- 2.1 The Council Plan includes 70 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*.

- 2.2 The 2017-2020 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.
- 2.3 The Quarter 3 Performance Report (Appendix A) sets out how the Council has performed in the third quarter of 2018-2019 (1<sup>st</sup> October to 31<sup>st</sup> December 2018) 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, highlighting good and improved performance as well as areas of concern. The report also includes 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.
- 2.4 The Quarter 3 Performance Scorecard data, which is included within the Performance Report at Appendix A, provides an analysis of the Council's performance against each of the 70 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

- 2.5 At the end of the third quarter (October to December 2018) 24 measures had either met or had exceeded the target set in the Council Plan. This represents 42% of the total number of indicators where data is available or where targets have been set. This is a slight fall when compared to Quarter 2 where 45% of indicators hit their targets. The Priority area with the highest proportion of targets met is Priority 4 (Extending opportunity, Prosperity and planning for the future) where 67% of measures are marked as on target.
- 2.6 The direction of travel is positive for 36 (58%) of the indicators measured in this quarter. This is slightly better than the 57% figure for the last quarter, with Priority 1 (Every child making the best start in life) recording proportionately the strongest positive direction of travel.

- 2.7 The performance report at Appendix A was redesigned for 2018-2019 to make it more accessible and to reduce the amount of text included in it. The report includes a high level overview of progress against each of the priority outcomes and highlights key achievements by the Council in the period; a graphical interpretation of each Priority Area, with the former “Scorecard” information now included within the body of the report. All of the 70 indicators in the Council Plan are given equal priority and this is reflected in both the narrative report and the scorecard.
- 2.8 The Council Plan for 2017-2020 focuses on indicators that can be measured monthly or quarterly. To ensure that the Plan is managed effectively, formal quarterly performance reports will continue to be presented to Cabinet meetings during 2018-2019 as follows:-
- Quarter 4/Annual Performance Report (un validated data) (performance to end March 2019) – July 2019 (exact date TBC)
  - Final 2018-2019 Annual Performance Report (validated data) – early Autumn 2019 (exact date TBC)

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

- 3.1 It is recommended that Cabinet 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. Consultation**

- 4.1 The Council consulted with 1,800 members of the public to develop the new vision for the borough during the summer of 2015. 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 staff attended in total.
- 4.2 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.
- 4.3 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. Trades Unions have also seen the values and behaviours and will be included in considerations around the roll out of these.
- 4.4 The quarterly reporting template and performance scorecard has been developed in consultation with performance officers, the Strategic Leadership and Cabinet Members.

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

- 5.1 This is the third quarterly Performance Report relating to the Council Plan's refreshed indicators the 2018-2019 financial year. Paragraph 2.8 sets out an outline forward programme of further quarterly performance reports.

## **6. Financial and Procurement Implications**

- 6.1 The Council Plan is designed to help steer the use of Council finances, balanced against the wider funding backdrop for the Council and the broader context of national local government finance and policy.
- 6.2 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.
- 6.3 Whilst there are no direct procurement implications as a result of this report, any identified need 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 the UK Public Contract Regulations 2015 as well as other relevant EU/UK legislation governing procurement practice.
- 6.4 The redesigned Council Plan Performance Report now includes information regarding the Council's financial position, however further work is required to link the budgets to the Council Plan priorities and align the performance and financial reporting timelines.

## **7. Legal Implications**

- 7.1 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.
- 7.2 An effective and embedded Council Plan is also a key part of the Council's ongoing improvement journey.

## **8. Human Resources Implications**

- 8.1 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). Continued application 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.

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

- 9.1 The Council Plan has a core focus on the needs of children and young people and vulnerable adults and this is embedded in the Council Plan under Priority 1, “Every child making the best start in life”.

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

- 10.1 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.

- 10.2 A new corporate Equalities and Diversity Policy was adopted by Council on 13<sup>th</sup> July 2016. This reinforced the duties of the Council in delivering the aims and ambitions of the Council Plan for 2017-2020, and supporting service business planning processes. A performance indicator specifically relating to equalities has been included in the 2018-2019 iteration of the Council Plan.

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

- 11.1 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.

## **12. Risks and Mitigation**

- 12.1 Within the Performance Report there are risks and mitigations identified under each of the key delivery outcomes. Additionally, the Priority areas also include an assessment of the areas where progress is not in line with. Within the Scorecard data tables, 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.

- 12.2 The Corporate 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.

**13. Accountable Officer(s)**

Sharon Kemp, Chief Executive  
Shokat Lal, Assistant Chief Executive

Approvals obtained on behalf of:

	<b>Named Officer</b>	<b>Date</b>
Strategic Director of Finance & Customer Services	Paul Stone	18.02.2019
Assistant Director of Legal Services	Stuart Fletcher	25.02.2019
Assistant Director of Human Resources and Organisational Development	Lee Mann	18.02.2019
Head of Procurement	Karen Middlebrook	16.02.2019

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