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**Committee Name and Date of Committee Meeting**

Cabinet – 08 July 2019

**Report Title**

Council Plan Quarter 4 (January to March 2019) and 2018-2019 Annual 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 Authors**

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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 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. Refreshed measures for the 2019-2020 financial year were approved by Cabinet on 20<sup>th</sup> May 2019 and are to be adopted by Council in July 2019.

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 Scrutiny consideration if required. This report is the fourth and final report in the 2018-2019 reporting cycle covering quarter four (1st January 2019 to 31<sup>st</sup> March 2019).

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. For this quarter, the report also includes a summary of the Council's achievements during the financial year.

At the end of the fourth and final quarter (January to March 2019) 34 measures had either met or had exceeded the target set in the Council Plan. This represents 58% of the total number of measures where data is available or where targets have been set. This is the highest percentage of performance measures that the Council has hit for a number of years and represents a significant improvement in performance over previous quarters, as only 47%, 45% and 42% of measures hit their targets in quarters one, two and three respectively. The priority area with the highest proportion of targets met is Priority 4 (Extending opportunity, Prosperity and planning for the future) where 75% of measures are marked as on target.

The direction of travel is positive for 32 (51%) of the measures calculated in this quarter. This is a deterioration compared to the 58% figure for last quarter and suggests that, although there has been an increase in the number of targets marked as "hit", there are an increasing number of measures where performance is stable or worsening.

## **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 achieved their target and the actions required to improve performance, including future performance clinics
3. That the performance reporting timetable for 2019-2020 be noted.
4. That the achievements for 2018-2019 be noted.

## **List of Appendices Included**

- Appendix 1 Quarter 4 (January to March 2019) Performance and 2018-2019 Annual Performance Report
- Appendix 2 Initial Equality Screening Assessment.

## **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
- Corporate Performance Report 2018-2019 Quarter 3 – Cabinet Agenda 18<sup>th</sup> March 2019.

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

**Council Approval Required**

No

**Exempt from the Press and Public**

No

## **Corporate Plan 2018-2019 Quarter 4 and Annual 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 fourth quarterly Performance Report for 2018-2019. The last report, covering quarter 3 of 2018-2019, was reported to the Cabinet meeting on 18<sup>th</sup> March 2019.
- 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 4 Performance Report (Appendix A) sets out how the Council has performed in the final quarter of 2018-2019 (1<sup>st</sup> January to 31<sup>st</sup> March 2019) 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. For the first time this year, the report includes a range of performance highlights from the whole year, which summarises the principal achievements of the Council during 2018-2019.

- 2.4 The Quarter 4 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 is high or low)**



Numbers have improved



Numbers are stable



Numbers have got worse



Direction of travel not applicable

- 2.5 The status and direction of travel for the fourth and final quarter (January to March 2019) is based on annual performance and 34 measures had either met or had exceeded the target set in the Council Plan. This represents 58% of the total number of indicators where data is available or where targets have been set. This is a significant increase in performance when compared to Quarter 3 (42%) and is the highest performance level that the Council has achieved for a number of years. The priority area with the highest proportion of targets met is Priority 4 (Extending opportunity, Prosperity and planning for the future) where 75% of measures are marked as on target, however Priority 5 (A modern, efficient Council) saw 73% of its measures marked as on target.

- 2.6 The direction of travel is positive for 32 (51%) of the measures calculated in this quarter. This is a deterioration compared to the 58% figure for last quarter and suggests that, although there has been an increase in the number of targets marked as “hit”, there are an increasing number of measures where performance is stable or worsening. It is particularly encouraging that Priority 1 (Every child making the best start in life) continues to record proportionately the strongest positive direction of travel in the Council reflecting the Council’s continued investment in Children’s Services. Performance will continue to be kept under review during 2019-2020, and reported publically, in order to ensure that the Council’s direction of travel remains positive.
- 2.7 The performance report at Appendix A 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 “Scorecard” information 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. The final pages of the report include a number of significant case studies, alongside a timeline of achievements in the quarter and a summary of the key Council achievements in the financial year 2018-2019.
- 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 for the next financial year, as follows:
- Quarter 1 Performance Report (performance to end June 2019) – 16<sup>th</sup> September 2019
  - Quarter 2 Performance Report (performance to end September 2019) – 16<sup>th</sup> December 2019
  - Quarter 3 Performance Report (performance to end December 2019) – 23<sup>rd</sup> March 2020
  - Quarter 4 and Year-end Performance Report (performance to end March 2020) – June/July 2020 (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 During the summer of 2015 the Council consulted with 1,800 members of the public through the ‘Views from Rotherham’ consultation in order to listen to their views and vote on their priorities for the future. 800 members of staff also attended staff briefing sessions delivered by the Leader and Chief Executive and regular discussions were held with Strategic and Assistant Directors, M3 Managers, Cabinet Members and Commissioners. This Corporate Plan was presented to Overview and Scrutiny Management Board on 26<sup>th</sup> November

2015 and formally considered by members at the Council meeting on 9<sup>th</sup> December 2015 and approved on 13<sup>th</sup> July 2016.

4.2 The quarterly reporting template and performance scorecard was developed in consultation with performance officers, the Strategic Leadership Team and Cabinet Members.

4.3 The Council continues to consult with members of the public to ensure that the Council understands what is important to them and the priorities reflect the views of Rotherham residents. Examples include:

- Consultation takes place annually in relation to the Council's budget. From 26<sup>th</sup> October 2018 to 30<sup>th</sup> November 2018, the Council consulted with the public, staff and partners around the directorate savings proposed for the 2019/20 and 2020/21 budget. The Council asked the public to provide feedback on budget proposals via: local media, the Council website and social media. A total of 1,181 people participated in the consultation overall, through online engagement, face-to-face sessions, letters and emails. The majority of the comments were made on social media.
- Annual Rotherham Partnership showcase events are held and attended by approximately 100 partners, to review progress over the past 12 months in delivering the Rotherham Plan 2025, celebrate successes and communicate key milestones for the following year.
- A Rotherham Resident Satisfaction Survey is conducted on a six monthly basis to find out what residents think about the Council and the Borough in general.

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

5.1 This is the fourth 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 for future years.

## **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 is 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>
Chief Executive	Sharon Kemp	21/06/2019
Strategic Director of Finance & Customer Services	Judith Badger	20/06/2019
Assistant Director of Legal Services	Stuart Fletcher	14/06/2019
Assistant Director of Human Resources	Lee Mann	14/06/2019
Head of Procurement	Karen Middlebrook	18/06/2019

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