

Committee Name and Date of Committee Meeting

Cabinet – 24 April 2023

Report Title

Council Plan Update

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

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Ward(s) Affected

Borough-Wide

Report Summary

In January 2022, the Council adopted a Council Plan for 2022-25, informed by public consultation, as well as a Year Ahead Delivery Plan for the period up to 31 March 2023.

Formal progress reports are currently presented in public at Cabinet meetings every three months, with the first report being presented on the 20 June 2022, the second on 19 September 2022 and the third on 19 December 2022. The fourth progress report is attached at Appendix 1, focussing on the progress made on the activities in the Year Ahead Delivery Plan and Council Plan performance measure data for Quarter 3.

To enable the Council to work towards the Council Plan outcomes and achieve the commitments, the Council Plan performance measure targets are reviewed annually, and the Year Ahead Delivery Plan is also updated. The slightly revised performance measure targets are attached at Appendix 2 and the new Year Ahead Delivery Plan for 2023-24 is attached at Appendix 3.

Recommendations

That Cabinet:

1. Note the overall position in relation to the Year Ahead Delivery Plan activities.
2. Note the Quarter 3 2022-23 data for the Council Plan performance measures.
3. Agree the revised Council Plan performance measure targets and the Year Ahead Delivery Plan for 2023-24
4. Note the future performance reporting timetable (see paragraphs 2.17 and 2.18).

List of Appendices Included

Appendix 1 – Council Plan 2022-25 and Year Ahead Delivery Plan progress report
Appendix 2 – Revised Council Plan performance measures and targets for 2023-24
Appendix 3 – Year Ahead Delivery Plan for 2023-24
Appendix 4 – Equality Analysis
Appendix 4 – Carbon Impact Assessment.

Background Papers

Council Plan 2022-25 and Year Ahead Delivery Plan approved by Council in January 2022.

Council Plan 2022-25 and Year Ahead Delivery Plan first quarterly progress report considered in June 2022.

Council Plan 2022-25 and Year Ahead Delivery Plan second quarterly progress report considered in September 2022.

Council Plan 2022-25 and Year Ahead Delivery Plan third quarterly progress report considered in December 2022.

Consideration by any other Council Committee, Scrutiny or Advisory Panel

None

Council Approval Required

No

Exempt from the Press and Public

No

Council Plan Update

1. Background

- 1.1 The Council Plan 2022-25 is a key document which sets out the Council's vision for the Borough and priorities for serving residents and communities and is informed by public consultation. The Plan provides the medium-term basis for targeting resources, informing the budget-setting process and planning cycles, and ensuring that residents can hold the Council to account for delivery.
- 1.2 To enable the Council to work towards the Council Plan outcomes and achieve the commitments, the Plan includes a suite of performance measures and targets as well as a Year Ahead Delivery Plan which sets out the key activities to be delivered over the next year (January 2022 – March 2023 for this first period). The Year Ahead Delivery Plan is updated annually.
- 1.3 Both the Council Plan 2022-25 and the Year Ahead Delivery Plan were adopted by Council in January 2022.
- 1.4 The process for monitoring performance is set out in the Council's Performance Management Framework which explains how robust performance monitoring should be carried out.
- 1.5 To ensure that the delivery of actions and their impact is assessed, formal quarterly performance reports will be presented in public at Cabinet meetings. Scrutiny will also be able to consider the reports in line with the Council's normal processes.
- 1.6 Service plans have been produced for every Council service and these will be reviewed annually to ensure a 'golden thread' runs from the Council Plan through to each service as well as the Personal Development Review (PDR) process at individual officer level.

2. Key Issues

- 2.1 Informed by a programme of public and stakeholder engagement, the Council Plan sets out medium-term priorities and actions, building on and taking forward commitments made by Councillors to the Rotherham community. The Plan is framed around five themes:
 - Every neighbourhood thriving
 - People are safe, healthy, and live well
 - Every child able to fulfil their potential
 - Expanding economic opportunity
 - A cleaner, greener local environment.
- 2.2 These five themes are underpinned by a cross-cutting strand - 'One Council' - which sets out how the Council will operate to achieve the vision.

- 2.3 The Council Plan sets out the outcomes that the Council will work towards over the next three years. There are 26 outcomes and 47 commitments in total.
- 2.4 To ensure delivery against these, the Year Ahead Delivery Plan includes 92 priority actions/milestones to be delivered by March 2023.
- 2.5 The Council Plan is being monitored through both the delivery of the milestones and activities within the Year Ahead Delivery Plan and the 66 performance measures outlined in the Council Plan. The performance measures include a mixture of output measures and longer-term outcome measures.
- 2.6 The fourth progress report (Appendix 1) focuses on the progress made across all the Year Ahead Delivery Plan activities up to the end of January 2023 to deliver the five headline priorities for Rotherham as set out in the Council Plan for 2022-25.
- 2.7 The targets for Council Plan performance measures relate to the financial year 2022-23 and are reported here for Quarter three (October to December 2022). Appendix 1 includes full details of performance against these measures.
- 2.8 The quarterly progress report (Appendix 1) includes a high-level overview overall and is then presented by Council Plan theme, with each thematic section including achievements and challenges, Year Ahead Delivery Plan trackers and performance scorecards. The Report also includes wider information, key facts and intelligence, specific case studies and a timeline of key achievements/activities to demonstrate activity during the quarter.
- 2.9 The Year Ahead Delivery Plan milestone trackers (included in Appendix 1) outline progress against the 92 actions within the Year Ahead Plan. Each action has been rated as follows:

| Status | Definition |
|----------------------|--|
| Not yet due to start | Action not yet scheduled to start. |
| On track | Action started and on track to be delivered by the original deadline. |
| Known delays | Action has some risk/delay to delivery or is behind the original schedule by less than three months. |
| Will not be met | Action will not be/has not been met within three months of the original target date. |
| Complete | The action is fully complete and/or operational. |

- 2.10 As of 27 February 2023, the activities within the Year Ahead Delivery Plan are rated as follows:
- 65% (60) complete
 - 22% (20) are on track to be delivered by original target date
 - 5% (5) are delayed by less than 3 months
 - 8% (7) will not be met within 3 months of original target date.

2.11 The performance scorecards included in Appendix 1 provide an analysis of the Council's performance against each of the 66 performance measures and each are given equal priority.

2.12 Each of the measures are rated as follows:

| Status | Definition |
|--------|---|
| ✓ | Performance is on or above target. |
| ● | Currently performance is not at expected levels. Confidence that the target will still be achieved by year-end. |
| ✗ | Performance is not currently on target. High risk that year-end target will not be achieved. |
| △ | Target cannot be assessed this quarter (ie annual measure or awaiting publication of data) |
| ① | Information measure targets not applicable (ie volume/demand measures where 'good' is neither high or low) |

| Direction of travel | Definition |
|---------------------|---|
| ↑ | Performance or numbers have improved. |
| → | Performance maintained or numbers are the same. |
| ↓ | Performance or numbers have declined. |
| ◆ | Quarterly direction of travel not applicable. |

2.13 For the quarter three data of the financial year, the status of the performance measures is set out below, along with the direction of travel for each:

Progress against targets

| | | Number of measures | % of measures |
|---|---|--------------------|---------------|
| ✓ | Performance is on or above target | 24 | 36% |
| ● | Currently performance is not at expected levels. Confidence that the target will be achieved by year-end. | 6 | 9% |
| ✗ | Performance is not currently on target. High risk that year-end target will not be achieved. | 17 | 26% |
| Unable to be assessed this quarter | | | |

| | | | |
|---|--|----|-----|
| △ | Target cannot be assessed this quarter. (ie Annual measure or awaiting publication of data). | 12 | 18% |
| ① | Information measure targets not applicable. (ie Volume / Demand measures where 'good' is neither high or low). | 7 | 11% |

Direction of travel

| | | Number of measures | % of measures |
|--|---|--------------------|---------------|
| ↑ | Performance or numbers have improved. | 28 | 42% |
| → | Performance maintained or numbers are the same. | 3 | 5% |
| ↓ | Performance or numbers have declined. | 17 | 26% |
| Unable to be assessed and reported this quarter | | | |
| ◆ | Quarterly direction of travel not applicable | 18 | 27% |

- 2.14 To ensure the Council remains focussed on working towards the outcomes and commitments set out in the Council Plan, a review of the Council Plan performance measures has been conducted and a new Year Ahead Delivery Plan developed for 2023-24.
- 2.15 The Council Plan is in place until 2025 and therefore the number of targets revised has been kept to a minimum (22 changes in total). The changes made are to align targets to the latest benchmarking data and ensure these are aspirational but achievable. Some measures have also been separated into multiple measures, to enhance future monitoring/reporting. The revised performance measures and targets are attached at Appendix 2.
- 2.16 The Year Ahead Delivery Plan for 2023-24 is attached at Appendix 3 which sets out the key activities to be delivered over the new financial year (April 2023-March 2024). The Plan includes one hundred actions/activities in total.
- 2.17 Performance/progress will continue to be kept under review within directorates and reported publicly to ensure that the Council's direction of travel remains positive. The final progress report for 2022-23, covering data for quarter four and year-end performance will be presented to Cabinet on 10 July 2023.
- 2.18 It is recommended that the frequency of reporting in 2023-24 moves to twice a year (December 2023 and July 2024). Due to the nature of the actions/activities in the plan, many do not significantly change each quarter and a less frequent report will enable the Council to demonstrate progress. Quarterly reporting will remain in place internally to ensure officers remain focussed on areas that require extra attention and timely action can be taken when things are off track.

3. Options considered and recommended proposal

- 3.1 The Council Plan 2022-25 was developed in consultation with Cabinet Members and officers across all directorates, as well as being informed by public consultation. This Report forms part of the Council's commitment to public reporting on its progress.
- 3.2 It is recommended that Cabinet note the overall position in relation to the Year Ahead Delivery Plan activities. It is also recommended that Cabinet note the performance to 31 December 2022 for the Council Plan performance measures and note the performance reporting timetable for 2022-2023 contained at paragraph 2.14.

4. Consultation on proposal

- 4.1 A programme of public consultation and engagement to support the development of the Council Plan took place throughout August and September 2021. This included online and postal surveys, focus groups, a series of short interactions and engagement at the Rotherham Show. There were 350 online and postal surveys returned and over 1,000 other interactions in total across all methods of engagement.
- 4.2 In addition to the public consultation, engagement took place with key stakeholders, including work with Cabinet members and officers across all directorates, a session with OSMB and a session that was open to all elected members.
- 4.3 The consultation is part of an ongoing dialogue between the Council and members of the public. Feedback continues to be sought on the Year Ahead Delivery Plan activities, Rotherham Partnership Plan and the refresh of the Equalities Strategy.
- 4.4 The Year Ahead Delivery Plan for 2023-24 has been developed in consultation with Cabinet Members and directorates.

5. Timetable and Accountability for Implementing this Decision

- 5.1 The final quarterly progress report on Council Plan and Year Ahead Delivery Plan for the 2022/23 year will be presented to Cabinet in July 2023.
- 5.2 As stated in paragraph 2.18, it is recommended that reporting for 2023-24 moves to twice a year (December 2023 and July 2024).

6. Financial and Procurement Advice and Implications

- 6.1 The Council Plan and the Year Ahead Delivery Plan are 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. There are no direct financial implications as a result of this Report and the delivery of the Council Plan will be managed within the Council's available budgets.

- 6.2 The Council operates in a constantly changing environment. It will be important to ensure that ambitions and performance targets remain realistic in the context of central government policy, forthcoming legislation, and the financial position of the Authority.
- 6.3 Whilst there are no direct procurement implications in this report the Council Plan and Year Ahead Delivery Plan includes some activities which require the need to procure goods, services or works to achieve their outcomes. All projects will need be procured in line with the Public Contracts Regulations 2015 (as amended) and the Council's own Financial and Procurement Procedure Rules, giving clear consideration and application of social value, the Real Living Wage and other ethical factors.
- 6.4 Appendix 1 includes information regarding the Council's financial position, and this has been aligned to the financial reporting timelines.

7. Legal Advice and Implications

- 7.1 Whilst 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 Advice and Implications

- 8.1 There are no direct Human Resources (HR) implications as a result of this Report, though the contribution HR makes to an engaged, diverse and skilled workforce who feel empowered to adopt new ways of working to meet the needs of all customers is set out within the 'One Council' theme. Delivery of the Council Plan is also underpinned by the implementation of a new Workforce Plan which was launched in June 2022.

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 throughout all themes of the plan, particularly in theme three (Every child able to fulfil their potential).

10. Equalities and Human Rights Advice and Implications

- 10.1 Equalities is cross cutting throughout the Council Plan and Year Ahead Delivery Plan.
- 10.2 Of the five guiding principles, two specifically aim to meet residents' and communities' differentiated needs:

- Expanding opportunities for all
- Working with our communities

10.3 'Expanding opportunities for all' encompasses the Council's essential priority to tackle inequality, striving to ensure that the health and life chances of the most disadvantaged communities are improving the fastest. To complement this approach, 'working with our communities' ensures that to achieve the best outcomes for local people, residents are involved in the things that matter to them and services are designed based on input from those who use them.

10.4 There is also an outcome focussed on addressing inequalities and leaving no one behind within the 'people are safe, healthy and live well' theme. This will involve providing support to our communities at a level that is proportionate to the degree of need – taking a universal approach where appropriate whilst also providing targeted support to those who most need it.

10.5 In addition, the underlying 'One Council' theme encompasses two specific areas which ensure different needs are met:

- Effective customer services
- Engaged, diverse and skilled workforce who feel empowered to adopt new ways of working to meet the needs of all customers

10.6 The Council's commitment to place all customers at the heart of service delivery includes a strengthened approach to equalities and being inclusive. The commitment to an engaged, diverse and skilled workforce is expected to improve the council's response to diverse customer needs, by bringing a more differentiated understanding of equality and diversity considerations and barriers.

10.7 A detailed Equality Analysis is attached (Appendix 4).

11. Implications for CO2 Emissions and Climate Change

11.1 A cleaner, greener local environment is a theme within the Plan, focused around reducing harmful levels of carbon emissions to limit the impacts on communities and the environment. Actions within this theme encompass plans for the reduction of emissions in housing, through the Housing Strategy, and transport, such as through cycleway improvements, and public transports improvements, as well as improving data on waste and single-use plastic.

11.2 A Carbon Impact Assessment has been produced based on the Year Ahead Delivery Plan (see Appendix 3). The impact assessment will continue to be reviewed and updated each quarter.

12. Implications for Partners

12.1 Working with partners across the public, private and voluntary and community sectors will be integral to the delivery of the Council Plan, and partners have been consulted as part of its development. All the themes will require multi-

agency approaches to some degree and the Council will continue to show effective leadership, operating through a range of strategic partnership bodies.

- 12.2 Following a Rotherham Together Partnership showcase event held in June 2022 and public consultation undertaken in September and early October 2022, the Rotherham Together Plan was agreed by the Partnership, endorsed by Cabinet in December 2022, and formally launched in January 2023.

13. Risks and Mitigation

- 13.1 The Corporate Strategic Risk Register has been realigned to the new Council Plan themes and the process of updating and identifying strategic risks is in place to manage risks connected to the plan.
- 13.2 Quarterly progress reports will continue to note risks associated with actions at risk of not being delivered, or those that have missed the deadline, as well as performance measures which have not progressed in accordance with the target set.
- 13.3 Directorates are also responsible for ensuring that any significant risks are addressed via directorate and corporate risk registers.

14. Accountable Officers

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Approvals obtained on behalf of Statutory Officers:

| | Named Officer | Date |
|---|----------------------|-------------|
| Chief Executive | Sharon Kemp | 11/04/23 |
| Strategic Director, Finance & Customer Services (S.151 Officer) | Judith Badger | 11/04/23 |
| Assistant Director, Legal Services (Monitoring Officer) | Phil Horsfield | 11/04/23 |

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