

Committee Name and Date of Committee Meeting

Cabinet – 29 July 2024

Report Title

Council Plan and Year Ahead Delivery Plan Progress Update

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

Yes

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, including a suite of performance measures. The Plan was informed by public consultation and sets out the Council's vision for the Borough and priorities for serving residents and communities.

To enable the Council to work towards the Council Plan outcomes and achieve its commitments, a Year Ahead Delivery Plan was also developed, setting out the key activities to be delivered over the period from 1 January 2022 to 31 March 2023.

The Year Ahead Delivery Plan is updated annually, alongside a review of the Council Plan performance measure targets.

The Year Ahead Delivery Plan for 2023-24 was approved by Cabinet on 24 April 2023. It was agreed that there would be two monitoring reports published over the year. The first progress report was presented to Cabinet on 22 January 2024. Attached at Appendix 1 is the year-end report for 2023-24, which is the second of the planned reports.

This report also contains the proposed revised performance measure targets for 2024-25 at Appendix 2 and the new Year Ahead Delivery Plan for 2024-25 at Appendix 3.

Recommendations

That Cabinet:

1. Note the overall position in relation to the Year Ahead Delivery Plan activities.
2. Note the Quarter 4 and year-end 2023-24 data for the Council Plan performance measures.
3. Agree the revised Council Plan performance measure targets and new Year Ahead Delivery Plan for 2024-25 for the final year of the current Council Plan.
4. Note that future progress reports will be presented to Cabinet in January and July 2025.

List of Appendices Included

Appendix 1 – Year-end Report on Council Plan and Year Ahead Delivery Plan Progress for 2023-2024

Appendix 2 – Revised Council Plan performance measures and targets for 2024-25

Appendix 3 – New Year Ahead Delivery Plan for 2024-2025

Appendix 4 – Equality Analysis

Appendix 5 – Carbon Impact Assessment

Background Papers

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

Council Plan Update considered in April 2023.

Council Plan 2022-25 and Year Ahead Delivery Plan annual report considered in July 2023.

Mid-Year Report on Council Plan and Year Ahead Delivery Plan Progress for 2023-2024 considered in January 2024.

Consideration by any other Council Committee, Scrutiny or Advisory Panel

None

Council Approval Required

No

Exempt from the Press and Public

No

Council Plan and Year Ahead Delivery Plan Progress 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 this financial year (2024/25).
- 1.3 The Council Plan 2022-25 was adopted by Council in January 2022. The Year Ahead Delivery Plan is updated every year and the Plan for 2023-24 was approved by Cabinet on 24 April 2023.
- 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 performance reports have been presented in public at Cabinet meetings twice during the year, as previously agreed. Scrutiny have also considered the reports in line with the Council's normal processes.
- 1.6 Service plans have been produced for every Council service and these are 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 period from 2022 to 2025. There are 26 outcomes and 47 commitments in total.
- 2.4 To ensure delivery against these, the Year Ahead Delivery Plan currently includes 98 priority actions/milestones to mostly be delivered by March 2024.
- 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 68 performance measures outlined in the Council Plan. The performance measures include a mixture of output measures and longer-term outcome measures.
- 2.6 The year-end progress report for 2023-24 (Appendix 1) focuses on the progress made across all the Year Ahead Delivery Plan activities to deliver the Council Plan's five headline priorities for Rotherham. The Report has been designed to ensure that progress on the Year Ahead Delivery Plan activities is as up to date as possible at the time of publication.
- 2.7 The targets for Council Plan performance measures relate to the financial year 2023-24 and are reported here for Quarter 4 (January-March 2024) and year-end (2023-24). Appendix 1 includes full details of performance against these measures.
- 2.8 The year-end 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 second part of the year.
- 2.9 The Year Ahead Delivery Plan milestone trackers (included in Appendix 1) outline progress against the 98 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 11 July 2024, the activities within the Year Ahead Delivery Plan are rated as follows:

- 78% (76) complete
- 0% (0) are on track to be delivered by original target date
- 4% (4) are delayed by less than 3 months
- 18% (18) 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 68 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 Quarter 4/Year-end, 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	40	59%
●	Currently performance is not at expected levels. Confidence that the target will be achieved by year-end.	1	2%

×	Performance is not currently on target. High risk that year-end target will not be achieved.	21	31%
Unable to be assessed this quarter			
△	Target cannot be assessed this quarter. (ie Annual measure or awaiting publication of data).	1	2%
ⓘ	Information measure targets not applicable. (ie Volume / Demand measures where 'good' is neither high or low).	5	7%

Direction of travel

		Number of measures	% of measures
↑	Performance or numbers have improved.	39	57%
→	Performance maintained or numbers are the same.	5	7%
↓	Performance or numbers have declined.	18	27%
Unable to be assessed and reported this quarter			
◆	Direction of travel not applicable	6	9%

- 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 2024-25. The Council Plan is in place until 2025 and therefore as the final year of the plan period, the number of revisions to targets has been kept to a minimum (8 changes in total). The changes made are to align targets to the latest benchmarking data and ensure these are aspirational but achievable. The definition for the way in which some measures are calculated (3 in total) have also been revised, to provide a more accurate picture of activity. The revised performance measures and targets are attached at Appendix 2.
- 2.15 The draft Year Ahead Delivery Plan for 2024-25 is attached at Appendix 3 and sets out the key activities to be delivered over the new financial year (April 2024-March 2025). The Plan includes 100 actions/activities in total. Performance and progress will continue to be kept under review within Directorates and reported publicly in January and July 2025, to ensure that the Council's direction of travel remains positive.
- 2.16 To ensure transparency, where relevant, actions from the LGA Corporate Peer Challenge that was undertaken in 2023/24 have been included within the Year Ahead Delivery Plan for 2024/25 and are clearly referenced.

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 for 2023/24 and performance to 31 March 2024 for the Council Plan performance measures.
- 3.3. It is also recommended that Cabinet agree the revised Council Plan performance measure targets and new Year Ahead Delivery Plan for 2024-25 for the final year of the current Council Plan and note that future progress reports will be presented to Cabinet in January and July 2025.

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 core documents such as the Year Ahead Delivery Plan activities, Rotherham Together Partnership Plan and the Equalities, Diversity and Inclusion Strategy.

5. Timetable and Accountability for Implementing this Decision

- 5.1 Further progress reports will be presented to Cabinet twice a year, in January and July 2025.

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 include 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, the Procurement Act 2023, or the Health Care Services (Provider Selection Regime) Regulations 2023, whichever is applicable, as well as 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 5). The impact assessment will continue to be reviewed and updated.

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 the refresh of the Rotherham Together Plan, which was formally launched in January 2023, showcase events celebrating the achievements of the Partnership took place in September 2023 and March 2024 respectively. The Rotherham Together Plan links to the Council Plan and is included in the milestones under theme 6 “One Council”.

13. Risks and Mitigation

13.1 The Corporate Strategic Risk Register is aligned to the Council Plan themes and the process of identifying and mitigating strategic risks is clearly linked to the Plan.

13.2 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 OBE	16 July 2024
Strategic Director, Finance & Customer Services (S.151 Officer)	Judith Badger	27 June 2024
Assistant Director, Legal Services (Monitoring Officer)	Phil Horsfield	26 June 2024

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