

**Committee Name and Date of Committee Meeting**

Cabinet – 20 May 2019

**Report Title**

Council Plan Refresh for 2019-2020

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

Yes

**Strategic Director Approving Submission of the Report**

Shokat Lal, Assistant Chief Executive

**Report Author(s)**

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**Ward(s) Affected**

Borough-wide

**Report Summary**

The 2017-2020 Council Plan is the core document that underpins the Council's overall vision, setting out headline priorities 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 (including supporting service business plans) are in place to ensure focus on implementation. The Performance Management Framework was refreshed in February 2019.

The final, quarter 4, performance report for 2018-2019 will be presented to Cabinet in July. This will assess the Council's performance against the target measures that were set in May 2018.

Services have recently reviewed their performance throughout the year in order to determine new targets for 2019-2020. Although the 2017-2020 Council Plan is intended to cover three financial years, it is good practice to carry out an annual review of the performance measures included in it. The refreshed performance measures and targets have been set by services using reference to both in year performance, benchmarking data and the priorities for the coming year. The overall number of measures has reduced from 72 in 2018-2019 to 69 for 2019-2020.

To ensure that the delivery of actions and their impact is assessed, formal quarterly performance reports will continue to be presented in public at Cabinet meetings, with an opportunity for pre-Scrutiny consideration if required.

The Council Plan for 2019-2020 included in Appendix 1 provides an analysis of the Council's proposed 69 measures against its 14 key delivery outcomes.

### **Recommendations**

1. That the refreshed Council Plan for 2019-2020 be agreed and accepted.
2. That Council be recommended to adopt the refreshed Council Plan for 2019-20.
3. That quarterly performance reports continue to be presented to public Cabinet meetings, with opportunities for pre-decision scrutiny.

### **List of Appendices Included**

Appendix 1 Revised Council Plan for 2019-2020  
Appendix 2 Initial Equality Screening Assessment

### **Background Papers**

'Views from Rotherham' report, October 2015  
Performance Management Framework 2018  
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 3 – Cabinet Agenda 17<sup>th</sup> September 2018.

**Consideration by any other Council Committee, Scrutiny or Advisory Panel**  
Council – 24 July 2019

### **Council Approval Required**

Yes

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

No

## **Council Plan Refresh for 2019-2020**

### **1. Background**

- 1.1 The Council Plan covers a three year period (2017-2020), setting out the vision, priorities and measures to assess progress. Each year, a short “refresh” of the Council Plan is carried out and this paper sets out the results of this year’s review. Cabinet last approved a revised Council Plan on 21st May 2018. Although it is a three year plan, it is important that the Council reviews and refreshes the measures contained in the Council Plan at least annually.
- 1.2 Strategic Directors have reviewed their performance measures as well as refreshing and clarifying those that need amendment. In particular, many measures included in the Council Plan last year were new and data had not previously been collected. As a result of experience over the past twelve months, sufficient information has been collected to enable annual targets to be set for all relevant measures.
- 1.3 This paper and the list of measures included as part of Appendix 1, sets out the changes proposed for the new financial year. This year is the final one of the current three year plan and it is intended to refresh the vision and priorities and move to a more outcome focussed plan for 2020 and beyond. Additionally, Service Plans have been refreshed by each Assistant Director 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 refreshed Council Plan (see Appendix 1) now includes 69 measures, down from 72 in the previous financial year. As before, the measures sit under 14 key delivery outcomes, which form the 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 Council has set targets for all its performance measures in 2019/20 and, in doing so, it retains its high ambitions. The Plan includes high targets and the Council will continue to strive to achieve these ambitious targets over time with the resources available, recognising that some of these are above the national average.
- 2.3 In total, four measures have been removed compared to the 2018-2019 plan; two have been added and there are sixteen refreshed measures which replace fifteen measures in the previous plan. The measures that have changed are:

Measure ref	Measure description	Change
<b>Measures added</b>		
5.D6	Proportion of Cabinet reports where an Initial Equality Screening Assessment has been completed.	<i>A screening assessment should be completed for every Cabinet report and this is an important new measure of compliance with Equalities Legislation.</i>
5.D7	Proportion of Council Staff who have completed the mandatory Equality training.	<i>All staff are required to complete the course, although the target is set at 95% to recognise some degree of staff turnover and sickness.</i>
<b>Measures removed</b>		
n/a removed from updated plan attached	Successful completion of drug treatment b) non opiate users aged 18-75.	<i>Effort is focused on opiate users as the primary concern and performance of the contractor will continue to be monitored through measure 2.A1.</i>
n/a removed from updated plan attached	No. of Safeguarding investigations (Section 42 enquiries) completed per 100,000 population (adults over 18 years).	<i>There is no good or bad performance for this measure and it was included to promote awareness of adult safeguarding issues. This measure will now be monitored by the service rather than in the Council Plan.</i>
n/a removed from updated plan attached	Net new business in the Town Centre.	<i>This measure in part duplicates measure 4.A3 (The proportion of vacant floor space in the Town Centre) and is no longer required.</i>
n/a removed from updated plan attached	% of actions from the Equalities Peer Review that have been implemented.	<i>This was only ever intended to be a stop gap measure and has been replaced by two new measures 5.D6 (Proportion of Cabinet reports where an Initial Equality Screening Assessment has been completed) and 5.D7 (Proportion of council staff who have completed mandatory Equality training).</i>
<b>Measures replaced or amended</b>		
1.A7	The proportion of LAC experiencing disrupted placements.	<i>Replaces "Reduce the number of disrupted placements. (Definition: % of LAC who have had 3 or more placements - rolling 12 months)"</i>
1.B1	The proportion of pupils reaching the expected standard In reading, writing and mathematics combined at the end of Key Stage 2.	<i>Small change to the description of the measure to state "proportion" rather than "%"</i>
1.B2	The average attainment 8 score at the end of Key Stage 4.	<i>Replaces "The average attainment 8 score at the end of Key Stage 4. The progress 8 measure from the end of primary school (KS2) to the end of secondary school (KS4)" and separates the progress 8 measure to 1.B3.</i>
1.B3	The progress 8 measure from the end of primary school (KS2) to the end of secondary school (KS4).	<i>See 1.B2 above.</i>

Measure ref	Measure description	Change
1.B4 (a)	The number of permanent exclusions in secondary schools	<i>The measure has been changed to 'Permanent' exclusions instead of "fixed term exclusions"</i>
1.B4 (b)	The number of permanent exclusions in primary schools	<i>measure has been changed to 'Permanent' exclusions instead of "fixed term exclusions"</i>
1.B5	The proportion of 16-17 year olds Not in Education, Employment or Training (NEET) or whose activity is Not Known (NK) i) % 16-17 year old NEET ii) % 16-17 year olds whose activity is Not Known	<i>Description changed slightly to refer to the proportion rather than "%".</i>
1.B6	The proportion of Education and Health Care Plans (EHCPs) that are completed in statutory timescales.	<i>Description changed to drop the words "increase" from the start of the description to ensure that the description is an accurate reflection of the measure itself.</i>
2.B2	The proportion of people contacting Adult Social Care who are provided with information and advice at first point of contact.	<i>Previously only measured the number of people rather than the proportion.</i>
3.A4(a)	The number of on the spot inspections of; Licensed Vehicles and Drivers	<i>Description refined to refer to "Licensed Vehicles and Drivers" rather than just "taxis".</i>
3.A4(b)	The proportion of; a) Licensed Vehicles, b) Drivers found to be compliant with licensing requirements during on the spot inspections.	<i>As above, description now measures both drivers and licensed vehicles.</i>
3.B1(a)	The proportion of the principal road network classified as being in: a) Amber condition b) Red condition	<i>The measure has been changed to include both amber and red condition to avoid a further overall deterioration in the Boroughs road network.</i>
3.B1(b)	The proportion of the non-principal road network classified as being in: a) Amber condition b) Red condition	<i>As 3.B1(a) above</i>
3.B1(c)	The proportion of unclassified roads classified as being in; a) Amber condition b) Red condition	<i>As 3.B1(a) above</i>
4.B2	The proportion of Council Housing stock that is classified as "decent"	<i>Amends previous 4.B2 which measured the % of stock that is "non –decent".</i>
5.D4	The proportion of the children's social care establishment (Social Workers and Team Managers) who are agency staff	<i>Measure changed to show that it is measuring front line social work staff.</i>

2.4 In addition to refreshing the Council Plan measures, the front section of the Council Plan has been updated (Chapters 1-8) to reflect the Council's current position including the foreword by the Leader, introduction, demographics, delivering the vision and priorities and working in partnership.

2.5 The refreshed measures for the Council Plan continue to reinforce the same values and behaviours that were included as part of the original Corporate Plan developed in 2015. Additionally, the Council Plan supports the delivery of the “game changers” included in The Rotherham Plan 2025, which set out the big, strategic steps towards change that the partners in the Rotherham Plan will focus on. The “game changers” are:

- Building Stronger Communities
- Skills and Employment
- Integrated Health and Social Care
- A place to be proud of
- Town Centre.

The detailed measures included in the plan, along with the Council’s priorities, reflect the work that the Council will do over the coming year to focus on these areas.

2.6 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. Service Plans have been produced to ensure that officers develop a consistent approach which is followed across the Council, and this process is supported by direct linkages to the Performance and Development Review (PDR) process for Council staff. The Performance Management Framework was updated in February 2019 to reflect the Council’s current position. The structure and principles within the framework have not changed, however the framework has been updated to include current strategies, policies and frameworks, the One Rotherham Values, an updated performance management reporting cycle, updated roles and responsibilities and remove reference to the Commissioners.

2.7 To ensure the plan is effectively performance managed, quarterly performance reports will continue to be provided to the public Cabinet meetings, where there will be further opportunities for pre-Scrutiny consideration, in line with current governance arrangements. The reports include both performance data and broader narrative to demonstrate what is being achieved and the impacts and outcomes being delivered across the borough. It is anticipated that the reports will be presented to the following Cabinet meetings during 2019/2020:

- 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 The refreshed measures for the 2019-2020 financial year as part of the 2017-2020 Council Plan have been developed in consultation with Cabinet Members as well as officers across the Council's service areas.
- 3.2 It is recommended that Cabinet agree and accept the refreshed Council Plan for 2019-2020 (Appendix 1) and recommend to Council the adoption of the plan. Performance Reports will continue to be presented on a quarterly basis to public Cabinet meetings, as outlined above, with continued opportunities for pre-scrutiny.

### **4. Consultation**

- 4.1 The Leader and Chief Executive have held regular events with staff which have included progress on the measures within the Council Plan.
- 4.2 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.
- 4.3 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 Following approval, it is proposed that the first quarterly Performance Report for the new measures will be presented to the public Cabinet meeting on 16th September 2019. Paragraph 2.7 sets out an outline forward programme of further quarterly performance reports.

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

- 6.1 The Council Plan supports the budget framework in setting a balanced budget aligned to Council priorities and robust arrangements for regular monitoring of the Council's finances, ensuring financial sustainability over the medium term.
- 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 Financial and Procurement Rules and the UK Public Contract Regulations 2015 as well as other relevant EU/UK legislation governing procurement practice.

6.4 The Quarterly Council Plan Performance Reports include information regarding the Council's financial position and 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 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 The refreshed Council Plan includes two new equality measures focussed around the completion Initial Equality Screening Assessments for all Cabinet reports and the proportion of staff that have completed mandatory Equality Training.

10.3 An Initial Equality Screening Assessment has been completed and is attached (**see Appendix 2**). The screening assessment has determined that an Equality Analysis is not required.

## **11. Implications for Partners**

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” and describes how the Council intends to deliver its part of the plan.

## 12. Risks and Mitigation

12.1 Specific risks will be managed via the monthly and quarterly performance management and reporting arrangements noted within this report. Directorates will also work to ensure that any significant risks are addressed via directorate and Corporate Risk Registers. An exercise has already been carried out to ensure that there is a clear link between the Council’s Service Plans and Directorate 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	29.04.2019
Assistant Director of Legal Services	Stuart Fletcher	30.04.2019
Assistant Director of Human Resources	Theresa Caswell	26.04.2019
Head of Procurement	Karen Middlebrook	25.04.2019

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