

**Committee Name and Date of Committee Meeting**

Cabinet – 16 September 2019

**Report Title**

Council Plan Monitoring Quarter 1 (April to June 2019)

**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

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**Wards 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 Council meeting on 12<sup>th</sup> July 2017. Refreshed performance measures covering the 2019-2020 financial year were approved by Cabinet on 20<sup>th</sup> May 2019 and Council on 24<sup>th</sup> 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 first report in the 2019-2020 reporting cycle covering Quarter 1 (1<sup>st</sup> April 2019 to 30<sup>th</sup> June 2019).

The Performance Report and Performance Scorecard included in Appendix A provide an analysis of the Council's current performance against 13 key delivery outcomes and 69 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 Quarter 1 31 measures had either met or had exceeded the target set in the Council Plan. This represents 55% of the total number of measures where data is available or where targets have been set. This is a significant improvement in performance compared to Quarter 1 2018-2019 where only 47% of measures 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 75% of measures (where data is available or where targets have been set) are marked as on target.

The direction of travel is positive for 29 (53%) of the measures calculated in this quarter. This is an improvement compared to the 51% figure for last quarter and 45% in Quarter 1 2018-2019.

## **Recommendations**

Cabinet is recommended to:

1. That the overall position and direction of travel in relation to the Council Plan be noted.
2. That measures which are not achieving their targets and the actions required to improve performance, including future performance clinics, be discussed.
3. That the performance reporting timetable for 2019-2020 be noted.

## **List of Appendices Included**

Appendix A Council Plan performance report and key achievements/activities  
Quarter 1 (Apr–Jun 2019)

Appendix B Initial Equality Screening Assessment.

## **Background Papers**

Performance Management Framework 2018-20

RMBC Council Plan 2017-2020 – Original Cabinet Agenda 25<sup>th</sup> June 2017 but revised measures for 2019-2020 – Cabinet Agenda 20<sup>th</sup> May 2019 and Council on 24<sup>th</sup> July 2019

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.

Corporate Performance Report 2018-2019 Quarter 4/Year-end – Cabinet Agenda 8<sup>th</sup> July 2019.

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

**Council Approval Required**

No

**Exempt from the Press and Public**

No

## **Council Plan performance report and key achievements/activities Quarter 1 (Apr–Jun 2019)**

### **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 2019-2020 financial year, were approved by Cabinet on 20<sup>th</sup> May 2019 and Council on 24<sup>th</sup> July 2019.
- 1.2 This is the first quarterly Performance Report for 2019-2020. The last report, covering Quarter 4/Year-end of 2018-2019, was reported to the Cabinet meeting on 8<sup>th</sup> July 2019.
- 1.3 Service Plans have been produced and are reviewed annually 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 69 measures. The measures sit under 13 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 1 Performance Report (Appendix A) sets out how the Council has performed in the first quarter of 2019-2020 (1<sup>st</sup> April to 30<sup>th</sup> June 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.

2.4 The Quarter 1 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 69 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 At the end of Quarter 1, 31 measures had either met or had exceeded the target set in the Council Plan. This represents 55% of the total number of indicators where data is available or where targets have been set. This is an increase in performance when compared to Quarter 1 of 2018-2019 (47%) and is the second 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 (where data is available or where targets have been set) are marked as on target.

- 2.6 The direction of travel is positive for 29 (53%) of the measures calculated in this quarter. This is a small increase compared to the 51% figure for the last quarter and an improvement on the 45% figure in Quarter 1 2018-2019. Performance will continue to be kept under review during the remainder of 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 69 measures 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.
- 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 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 on proposal**

- 4.1 The original Plan priorities were developed following a consultation in the summer of 2015 with 1,800 members of the public through the 'Views from Rotherham' consultation. This 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 26th October 2018 to 30th 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.
- The LGA conduct a Rotherham Resident Survey 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 first quarterly Performance Report relating to the Council Plan's refreshed indicators for the 2019-2020 financial year. Paragraph 2.8 sets out an outline forward programme of further quarterly performance over the next year.

## **6. Financial and Procurement Advice and 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.

## **7. Legal Advice and 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 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 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 Advice and 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. Specific performance measures relating to equalities are now included in the 2019-2020 iteration of the Council Plan under Priority 5.

## **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" 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 Officers**

Sharon Kemp, Chief Executive

Shokat Lal, Assistant Chief Executive

Approvals obtained on behalf of Statutory Officers:-

	<b>Named Officer</b>	<b>Date</b>
Chief Executive	Sharon Kemp	02/09/19
Strategic Director of Finance & Customer Services (S.151 Officer)	Graham Saxton	28/08/19
Head of Legal Services (Monitoring Officer)	Bal Nahal	28/08/19

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