

Public Report
Overview and Scrutiny Management Board

Committee Name and Date of Committee Meeting

Overview and Scrutiny Management Board – 02 October 2019

Report Title

Council Plan Quarter 1 (April to June 2019) Areas for Improvement

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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Report Author(s)

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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.

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.

The Performance Report and Performance Scorecard provide an analysis of the Council's current performance against 13 key delivery outcomes and 69 measures. The 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.

The Performance Report (Appendix B) covering the Quarter 1 period (April – June 2019) was presented to Cabinet on 16th September.

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.

The Overview and Scrutiny Management Board has previously focussed on all measures within the Council Plan, including those performing well and improving. However, to ensure the Overview and Scrutiny Management Board remain focussed on area of underperformance an exception report has been produced (see Appendix A), highlighting the 10 areas for improvement from the Quarter 1 Performance Report (measures which are off track and direction of travel is worsening).

Recommendations

Overview and Scrutiny Management Board is recommended to:

1. Note the overall position in relation to the Council Plan
2. Discuss the measures highlighted as areas for improvement, within the exception report (see Appendix A) and the actions required to improve performance, including future performance clinics
3. Note the performance reporting timetable for 2019-2020.

List of Appendices Included

- Appendix A - Areas for improvement exception report
- Appendix B – Council Plan performance report Quarter 1 (Apr–Jun 2019)
- Appendix C - Initial Equality Screening Assessment.

Background Papers

- Performance Management Framework 2018-20
- RMBC Council Plan 2017-2020 – Original Cabinet Agenda 25th June 2017 but revised measures for 2019-2020 – Cabinet Agenda 20th May 2019 and Council on 24th July 2019
- Corporate Performance Report 2018-2019 Quarter 1 – Cabinet Agenda 17th September 2018
- Corporate Performance Report 2018-2019 Quarter 2 – Cabinet Agenda 17th December 2018.
- Corporate Performance Report 2018-2019 Quarter 3 – Cabinet Agenda 18th March 2019.

- Corporate Performance Report 2018-2019 Quarter 4/Year-end – Cabinet Agenda 8th July 2019
- Corporate Performance Report 2019-2020 Quarter 1 – Cabinet Agenda 16th September 2019.

Consideration by any other Council Committee, Scrutiny or Advisory Panel

Cabinet – 16 September 2019

Council Approval Required

No

Exempt from the Press and Public

No

Council Plan Quarter 1 (April to June 2019) Areas for Improvement

1. Background

- 1.1 The current Council Plan, which covers the period 2017 to 2020, was approved by Members on 12th July 2017. Refreshed performance measures, covering the 2019-2020 financial year, were approved by Cabinet on 20th May 2019 and Council on 24th July 2019.
- 1.2 The first quarterly Performance Report for 2019-2020 was presented to Cabinet on 16th September 2019. The last report, covering Quarter 4/Year-end of 2018-2019, was reported to the Cabinet meeting on 8th 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 B) sets out how the Council has performed in the first quarter of 2019-2020 (1st April to 30th 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 B, 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 The Performance Report (Appendix B) covering the Quarter 1 period (April – June 2019) was presented to Cabinet on 16th September 2019.
- 2.6 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.
- 2.7 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.

2.8 The performance report at Appendix B 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.

2.9 The Overview and Scrutiny Management Board has previously focussed on all measures within the Council Plan, including those performing well and improving. However, to ensure the Overview and Scrutiny Management Board remain focussed on areas of underperformance, an exception report has been produced (see Appendix A). The report highlights 10 areas for improvement from the Quarter 1 Performance Report (measures which are off track and direction of travel is worsening), with the exception of the priority 2 measures which are rated as amber and the priority 5 measure where DOT is not applicable. These include:

- (1.A2) The number of children subject to a child protection plan (rate per 10K population under 18)
- (1.A5) The proportion of children who are subject to repeat child protection plans (within 24 months)
- (1.A8) The proportion of looked after children placed within a Family Based setting
- (2.B7) All age numbers of new permanent admissions to residential nursing care for adults
- (2.B8) All age total number of people supported in residential/nursing care for adults
- (3.A4b) The proportion of vehicles and drivers found to be compliant with licensing requirements during in the spot inspections
- (3.B3) Total number of customer contacts by service area and overall total i) Official complaints, ii) Compliments received, iii) Service Requests
- (3.B4) Number of missed bins per 100,000 collections
- (4.B1a) Number of new homes delivered via direct Council intervention
- (5.D6) The proportion of Cabinet reports where an Equality Analysis Screening Assessment has been completed.

2.10 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) – 16th December 2019
- Quarter 3 Performance Report (performance to end December 2019) – 23rd 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 the Overview and Scrutiny Management Board review the measures highlighted as areas for improvement, within the exception report (Appendix A) and the actions required to improve performance, including future performance clinics.

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 26th November 2015 and formally considered by members at the Council meeting on 9th December 2015 and approved on 13th 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 2.10 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 Finance and Procurement Procedure 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 13th 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 Officer(s)

- 13.1 Sharon Kemp, Chief Executive.

Approvals obtained on behalf of Statutory Officers:-

	Named Officer	Date
Assistant Chief Executive	Shokat Lal	20 th September 2019
Strategic Director of Finance & Customer Services (S.151 Officer)	Judith Badger	23 rd September 2019
Head of Corporate Finance	Paul Stone	19 th September 2019
Assistant Director of Legal Services	Bal Nahal	20 th September

(Monitoring Officer)		2019
Assistant Director of Human Resources (if appropriate)	Lee Mann	18 th September 2019
Head of Procurement (if appropriate)	Karen Middlebrook	20 th September 2019

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