

Committee Name and Date of Committee Meeting

Cabinet – 23 March 2020

Report Title

Council Plan Monitoring Quarter 3 (October to December 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

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Wards Affected

Borough-Wide

Report Summary

The Council Plan is a core document that underpins the Council's overall vision and sets out the headline priorities, outcomes and measures that will demonstrate its delivery.

The Council Plan for the period 2017-2020 was approved by Elected Members at the Council meeting 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.

Formal quarterly performance reports are presented in public at Cabinet meetings, with an opportunity for Scrutiny consideration if required. This report is the third report in the 2019-2020 reporting cycle covering Quarter 3 (1st October 2019 to 31st December 2019).

The Quarter 3 Performance Report (Appendix A) provides an analysis of the Council's current performance against 13 key delivery outcomes and 69 measures.

At the end of Quarter 3, 28 measures (49%) had either met or had exceeded the target set in the Council Plan. This is the same number of measures hitting target as Quarter 2, although the percentage of measures on target is a slight reduction in performance when compared to Quarter 2 (52%). This is due to more measures having data included in this quarter than in Quarter 2. However, performance is still significantly higher than at this time last year, when only 42% of measures had hit their targets.

The direction of travel was positive for 37 (66%) of the indicators measured in this quarter. This is a significant improvement when compared to the 56% figure for the last quarter and the overall direction of travel of Council Plan measures is now very positive, even though the number of measures hitting their target has not yet accelerated.

Recommendations

1. That the overall position and direction of travel in relation to the Council Plan performance 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 1 Council Plan performance report and key achievements/activities
Quarter 3 (October – December 2019)
- Appendix 2 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 2019-2020 Quarter 1 – Cabinet Agenda 16th September 2019.
- Corporate Performance Report 2019-2020 Quarter 2 – Cabinet Agenda 23rd December 2019.

Consideration by any other Council Committee, Scrutiny or Advisory Panel

None

Council Approval Required

No

Exempt from the Press and Public

No

Council Plan performance report and key achievements/activities Quarter 3 (October – December 2019)

1. Background

- 1.1 The Council Plan is a 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 is set out in the Council's Performance Management Framework which explains how robust performance monitoring should be carried out.
- 1.2 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.
- 1.3 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 is the third quarterly Performance Report for 2019-2020. The last report, covering Quarter 2 of 2019-2020, was reported to the Cabinet meeting on 23rd December 2019.
- 1.4 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 and delivery of these plans are monitored through quarterly meetings of Assistant Directors and Strategic Leadership Team. Service Plans for 2020/21 are currently being drafted.

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:

- 1) *Every child making the best start in life*
- 2) *Every adult secure, responsible and empowered*
- 3) *A strong community in a clean, safe environment*
- 4) *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 Quarter 3 Performance Report (Appendix A) sets out how the Council has performed in the second quarter of 2019-2020 (1st October to 31st December 2019) to deliver the five headline priorities for Rotherham as set out in the Council Plan for 2017-2020.

- 2.3 The report includes a high-level overview of progress and performance scorecards for each of the priority outcomes and highlights 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, specific case studies and a timeline of key achievements/activities to demonstrate activity during the quarter.
- 2.4 The Quarter 3 Performance Scorecard data, which is included within the Performance Report (Appendix A), provides an analysis of the Council's performance against each of the 69 performance measures and each are given equal priority. 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 3, 28 (49%) measures (where data is available or where targets have been set) had either met or had exceeded the target set in the Council Plan. This is the same number of measures hitting target as Quarter 2, although the percentage of measures on target is a slight reduction in performance when compared to Quarter 2 (52%). This is due to more measures having data included in this quarter than in Quarter 2. However, performance is still significantly higher than at this time last year, when only 42% of measures had hit their targets.
- 2.6 The priority area with the highest proportion of targets met is Priority 3 (A strong community in a clean, safe environment) where 76% of measures (where data is available or where targets have been set) are marked as on target in each case.
- 2.7 The direction of travel was positive for 37 (66%) of the indicators measured in this quarter. This is a significant improvement when compared to the 56% figure for the last quarter and the overall direction of travel of Council Plan measures is now very positive, even though the number of measures hitting their target has not yet accelerated.
- 2.8 Performance will continue to be kept under review during the remainder of 2019-2020, and reported publicly, in order to ensure that the Council's direction of travel remains positive.
- 2.9 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 throughout the financial year, as follows:
- Quarter 4 and Year-end Performance Report (performance to end March 2020) – 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 Council 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. The online budget consultation for 2020-21 ran from Friday 13th December 2019 to Monday 13th January 2020 and provided broad information on income and expenditure as well as a link to the February 2018 Budget Report. The Council also consulted individually with key partners.
- 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 most recent event was held in June 2019
- The LGA conduct an annual Rotherham Resident Survey 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 third 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 procured in line with the relevant internal Financial 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 Council Plan Performance Report includes information regarding the Council's financial position, however further work is required to link the budgets to the Council Plan priorities and align the performance and financial reporting timelines.

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 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 Service 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

Approvals obtained on behalf of Statutory Officers:-

	Named Officer	Date
Chief Executive	Sharon Kemp	09/03/20
Strategic Director of Finance & Customer Services (S.151 Officer)	Judith Badger	03/03/20
Head of Legal Services (Monitoring Officer)	Bal Nahal	03/03/20

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