

Committee Name and Date of Committee Meeting

Cabinet – 21 September 2020

Report Title

Council Plan Quarter 4 (January to March 2020) and 2019-2020 Annual Performance Report

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

Sharon Kemp, Chief Executive

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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 12 July 2017. Refreshed performance measures covering the 2019-2020 financial year were approved by Cabinet on 20 May 2019 and Council on 24 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 fourth and

final report in the 2019-2020 reporting cycle covering Quarter 4 (1 January 2020 to 31 March 2020) and year-end.

Due to the COVID-19 crisis and reallocation of resources there has been a delay in the production of the Quarter 4 Performance Report for 2019-20. The report content has also been slimmed down and does not include a detailed narrative for each priority.

The Quarter 4 Report (Appendix A) consists of performance scorecards for each priority to provide an analysis of the Council's performance against the 13 key delivery outcomes and 69 measures, including whether the 2019/20 targets have been achieved and how performance compares to 2018-19.

At the end of the fourth and final quarter (January to March 2020), 38 measures (57%) had either met or had exceeded the target set in the Council Plan. This is a higher number than 2018-19 when 34 measures met or exceeded the targets set but is 1% lower than the 58% of measures that hit their targets in 2018-19. This is also an improvement in performance over previous quarters, as only 55%, 52% and 49% of measures hit their targets in quarters one, two and three respectively.

The priority area with the highest proportion of targets met is Priority 3 (a strong community in a clean safe environment) where 75% of measures are marked as target met or exceeded.

The direction of travel was positive for 37 (60%) of the indicators measured in the final quarter. This is the same number of positive measures when compared to 37 last quarter, although a lower percentage when compared to 66% in Quarter 3. However, this is a significant improvement in comparison to Quarter 4 2018-19 when 32 (51%) had a positive direction of travel.

Recommendations

1. Note the overall position and direction of travel in relation to the Council Plan performance for 2019-20.
2. Discuss measures which did not achieve their targets and the actions required to improve performance, including future performance clinics.
3. Note the future reporting arrangements for 2020-21.

List of Appendices Included

- Appendix A – Council Plan performance scorecards Quarter 4 (January – March 2020) and year-end
- Appendix B - Initial Equality Screening Assessment.

Background Papers

- Performance Management Framework 2018-20

- RMBC Council Plan 2017-2020 – Original Cabinet Agenda 25 June 2017 but revised measures for 2019-2020 – Cabinet Agenda 20th May 2019 and Council on 24 July 2019
- Council Plan Quarter 4 (January to March 2019) and 2018-2019 Annual Performance Report – Cabinet Agenda 8 July 2020
- Corporate Performance Report 2019-2020 Quarter 1 – Cabinet Agenda 16 September 2019.
- Corporate Performance Report 2019-2020 Quarter 2 – Cabinet Agenda 23 December 2019.
- Corporate Performance Report 2019-2020 Quarter 3 – Cabinet Agenda 23 March 2020.

Consideration by any other Council Committee, Scrutiny or Advisory Panel

None

Council Approval Required

No

Exempt from the Press and Public

No

Council Plan Quarter 4 (January to March 2020) and 2019-2020 Annual Performance Report

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 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 20 May 2019 and Council on 24 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 final quarterly Performance Report for 2019-2020. The last report, covering Quarter 3 of 2019-2020, was reported to the Cabinet meeting on 23 March 2020.
- 1.4 Service Plans are produced and 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.

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 quarterly performance reports set out how the Council has performed to deliver the five headline priorities for Rotherham as set out in the Council Plan for 2017-2020.
- 2.3 Due to the Covid-19 crisis and reallocation of resources the report for the final quarter was put on hold. However, throughout the crisis data reports have been produced to monitor and manage the impacts that Covid-19 and these have included some elements that would usually be monitored as part of the Council Plan.

- 2.4 Due to the current situation, the Quarter 4 Report for 2019-20 consists of performance scorecards for each of the priorities to demonstrate whether the 2019-20 targets have been achieved and how performance compares in comparison to 2018-19. This does not include a detailed narrative for each outcome area or wider information (including key facts, intelligence such as customer feedback, quality assurance, external regulation, case studies and timelines).
- 2.5 The Quarter 4 Performance Scorecards (Appendix A), provide an analysis of the Council's performance against each of the 69 performance measures during the final quarter of 2019-20 (1 January to 31 March 2020), 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 progressed above or in line with target set



Measure progress satisfactory but not fully reached target set



Measure 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 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

- 2.6 At the end of the fourth and final quarter (January to March 2020), 38 measures (57%) had either met or had exceeded the target set in the Council Plan. This is a higher number than 2018-19 when 34 measures met or exceeded the targets set, however 1% lower in comparison to the 58% achieved in 2018-19. This is also an improvement in performance over previous quarters, as only 55%, 52% and 49% of measures hit their targets in quarters one, two and three respectively.
- 2.7 In addition, 10 measures (15%) made satisfactory progress. Two of these are awaiting year-end data and 8 of the measures were rated as amber because they finished the year within 3% of their target. The measures treated in this way are:
- 1.A4 - The proportion of families who rate the Early Help service as Good or Excellent.
 - 2.B1 - The proportion of Safeguarding Adults at risk who felt their outcomes were met
 - 2.B3 - The proportion of Adults receiving long term community support who received a direct payment (excludes managed accounts)
 - 2.B6 - Proportion of new clients who receive short term (enablement) service in year with an outcome of no further requests made for support
 - 5.A1 - The proportion of Council Tax collected in the current financial year
 - 5.A2 - The proportion of non-domestic (business) rates collected in the current financial year
 - 5.D2 - The number of days lost per FTE
 - 5.D7 - The proportion of Council Staff who have completed the mandatory Equality Training
- 2.8 The direction of travel was positive for 37 (60%) of the indicators measured in the final quarter. This is the same number of positive measures when compared to 37 last quarter, although a lower percentage when compared to 66% in Quarter 3, due to the direction of travel being applicable to a higher number of measures in the final quarter. This is also a significant improvement in comparison to Quarter 4 2018-19 when 32 (51%) had a positive direction of travel. This is particularly encouraging to see due to the challenges and stretching targets set for some of the measures.
- 2.9 The priority area with the highest proportion of targets met is Priority 3 (a strong community in a clean safe environment) where 75% of measures are marked as on target. Priority 3 also had the strongest direction of travel reflecting the Council's commitment to improving communities and the successful neighbourhood working arrangements in place.
- 2.10 The Year Ahead Plan will replace the Council Plan for 2020-21 and is on the agenda for discussion at this meeting. Performance management arrangements will be put in place to ensure that the plan is managed effectively and formally reported to Cabinet.
- 2.11 Shaping the future Council Plan for 2021 and beyond will be dependent on how the current Covid-19 crisis develops.

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 poorer 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 26 November 2015 and formally considered by members at the Council meeting on 9 December 2015 and approved on 13 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 13 December 2019 to Monday 13 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
- 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 fourth quarterly Performance Report relating to the Council Plan's refreshed indicators for the 2019-2020 financial year. As stated in paragraph 2.10, The Year Ahead Plan for 2020-21 will replace the Council Plan for 2020-21 and performance reporting arrangements will be finalised in due course.

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. There are no direct financial implications as a result of this report.
- 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

13.1 Sharon Kemp, Chief Executive

Approvals obtained on behalf of Statutory Officers:-

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

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