

Public Report
Improving Places Select Commission

Committee Name and Date of Committee Meeting

Improving Places Select Commission – 2 February 2021

Report Title

Council Plan Performance 2019/20 Year End – Exception Reporting

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

No

Strategic Director Approving Submission of the Report

Paul Woodcock, Strategic Director Regeneration and Environment

Report Author(s)

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Ward(s) 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.

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 Council Plan Quarter 4 (January to March 2020) and 2019-2020 Annual Performance Report was presented to Cabinet on 21st September 2020. The report referred to 38 measures (57%) had either met or had exceeded the target set in the Council Plan.

The Improving Places Select Committee (IPSC) has maintained oversight for performance in relation to Priority 3 'A strong community in a clean, safe environment'

and Priority 4 'Extending opportunity, prosperity and planning for the future' with a focus on exception reporting. For this meeting, the IPSC Chair has specifically asked for the report to be focussed on red measures (measures which did not progress in accordance with the target set).

In relation to Priority 3, there were five off track measures at 2019/20 year-end, while Priority 4 had three off track measures.

The Council Plan came to an end in March 2020 and has since been replaced by The Year Ahead Plan for 2020/21. The new plan sets out how the Council will operate in and recover from the Covid-19 pandemic.

Recommendations

Improving Places Select Committee is recommended to:

1. Note the overall position in relation to the Council Plan
2. Discuss the measures which did not meet the targets set
3. Note the new arrangements for monitoring the Year Ahead Plan for 2020/21.

List of Appendices Included

Appendix A – Where performance is now in comparison to year-end 2019/20

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.
- The Year Ahead Plan – Cabinet Agenda 21 September 2020
- The Year Ahead Plan Progress Report – Cabinet Agenda 21 December 2020.

Consideration by any other Council Committee, Scrutiny or Advisory Panel

Cabinet – 21 September 2020

Council Approval Required

No

Exempt from the Press and Public

No

Council Plan Performance 2019/20 Year End – Exception Reporting

1. Background

- 1.1 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.
- 1.2 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.
- 1.3 The Council Plan Quarter 4 (January to March 2020) and 2019-2020 Annual Performance Report was presented to Cabinet on 21st September 2020. The report referred to 38 measures (57%) had either met or had exceeded the target set in the Council Plan.
- 1.4 The Improving Places Select Committee (IPSC) has maintained oversight for performance in relation to Priority 3 'A strong community in a clean, safe environment' and Priority 4 'Extending opportunity, prosperity and planning for the future' with a focus on exception reporting. For this meeting, the IPSC Chair has specifically asked for the report to be focussed on red measures (measures which did not progress in accordance with the target set).
- 1.5 The Council Plan came to an end in March 2020 and has since been replaced by The Year Ahead Plan. The Plan, approved by Cabinet on 21st September 2020, is the Council's plan for operating in and recovering from the COVID-19 pandemic. The purpose of the plan is to support residents, communities and businesses through the challenges and uncertainty of the pandemic, helping to build resilience whilst also continuing to drive our ambitious plans for Rotherham. It sets out the headline themes and corresponding outcomes and key actions for September 2020 through to May 2021.

2. Key Issues

- 2.1 At the end of the fourth and final quarter of 2019/20 (January to March 2020), 38 measures (57%) across all priorities 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.
- 2.2 Priority 3 had the highest proportion of targets met across the Council Plan, with, 75% of measures having achieved or exceeded their target at the end of the fourth and final quarter of 2019/20. 15 performance measures were on track and five were off track. The off track measures included:

- **3.A2 – The proportion of positive outcomes over the year for reported Hate Crime cases.** This measure was 1.05% short of the 20%

target, with an average of 18.95% positive outcomes at 2019/20 year-end.

- **3.A4(b) – The proportion of a) licensed vehicles b) drivers found to be compliant with licensing requirements during in the spot inspections.** Compliance for both vehicles and drivers did not meet the target of 85%, with 70% of vehicles and 83% of drivers found compliant with licensing requirements during spot inspections.
- **3.A5(b) – Overall, all things considered, how satisfied or dissatisfied are you with Rotherham Borough as a place to live?** In the Wave 9, conducted in June 2019, 58% of residents were found to be 'Very Satisfied' or 'Fairly Satisfied' with Rotherham as a place to live against a target of greater than 69%.
- **3.B3 – Total number of customer contacts by service area and overall total.** The target of a 10% reduction in the number of complaints over the year (around 190 cumulative complaints) was not met, with the complaints at year-end totalling 208.
- **3.B4 – Number of missed bins per 100,000 collections.** At year-end 2019/20, the number of missed bins per 100,000 collections was 84.16 against a target of 50.

2.3 In relation to Priority 4, seven measures were on track and three off track at the end of the final quarter of 2019/20. The off track measures included:

- **4.A1 – Number of new businesses started with help from the Council.** The average number for 2019/20 of new business started with help from the Council per quarter was 14.25, with the target being 15.
- **4.A2 – Survival rate of new businesses (3 years).** This measure's status was based on figures for 2018/19 in the Quarter 4 Council Plan report as this was the latest available data at that time, which saw a survival rate of 57.7% against a 60% target.
- **4.A5 – Narrow the gap to the UK average on the rate of the working age population economically active in the borough.** The target for this measure was to achieve the national average of 79.1%. However, at year-end 2019/20, the economic activity rate in Rotherham was 4.2% lower than the national average, and 2.4% lower than the Yorkshire and Humber rate of 77.3%.

2.4 Appendix A provides details of the off-track measures, including their year-end position; a comparison with most recent performance and direction of travel for discussion. The table also provides information regarding what is being done to address performance or why performance may still be off track.

2.5 The Year Ahead Plan has replaced the Council Plan for 2020/21 and was approved by Cabinet on 21st September 2020. The Plan is framed around 5 themes:

- Thriving Neighbourhoods
- Better Health and Wellbeing
- Economic Recovery
- New Ways of Working
- Hope and Confidence in Rotherham

2.6 The plan also includes the following cross-cutting strands, which are integral to each theme:

- Equalities and Social Justice
- Climate Impact

2.7 In delivery of these themes, the plan outlines a total of 77 actions.

2.8 The first quarterly progress report was presented to Cabinet on 21st December. The report stated that as of 25th November 2020:

- As planned, 18% (14) of the activities outlined were complete
- 70% (54) on track
- 4% (3) delayed
- 0% (0) off-track
- 8% (6) of activities not scheduled to start.

2.9 Subsequent performance reports will be considered by SLT and Cabinet on a quarterly basis. The next report will be presented to Cabinet on 22nd March 2021.

2.10 Unlike the Council Plan quarterly performance report, The Year Ahead Plan quarterly update report is focussed on progress relating to a range of activities, rather than a suite of performance measures. To ensure the previous Council Plan performance measures continue to be closely monitored, monthly data reports will be presented to Directorate Leadership Teams (DLTs) and Strategic Leadership Team (SLT) and Cabinet Members regularly briefed.

3. Options considered and recommended proposal

3.1 It is recommended that IPSC review the overall year end position, current performance and actions being taken.

3.2 IPSC may also want to consider The New Year Ahead Plan and how performance will be reviewed in the future.

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 report is based on the fourth quarterly Performance Report relating to the Council Plan's refreshed indicators for the 2019-2020 financial year. As stated above, The Year Ahead Plan for 2020-21 has replaced the Council Plan for 2020-21 and new performance reporting arrangements are in place.

6. Financial and Procurement Advice and Implications (to be written by the relevant Head of Finance and the Head of Procurement on behalf of s151 Officer)

- 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 (to be written by Legal Officer on behalf of Assistant Director Legal Services)

- 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 Officer(s)

Paul Woodcock, Strategic Director Regeneration and Environment

Tom Smith, Assistant Director Community Safety and Street Scene

Simon Moss, Assistant Director Planning, Regeneration and Transport

Approvals obtained on behalf of:-

	Named Officer	Date
Chief Executive		Click here to enter a date.
Strategic Director of Finance & Customer Services (S.151 Officer)	Named officer	Click here to enter a date.
Assistant Director of Legal Services (Monitoring Officer)	Named officer	Click here to enter a date.
Assistant Director of Human Resources (if appropriate)		Click here to enter a date.
Head of Human Resources (if appropriate)		Click here to enter a date.

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