

Council Report

Cabinet and Commissioners' Decision Making Meeting – 13 February 2017

Title

Corporate Plan 2016/17 Quarter 3 Performance Report

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

Yes

Directors Approving Submission of the Report

Sharon Kemp, Chief Executive

Shokat Lal, Assistant Chief Executive

Report author(s):

Justin Homer, Head of Policy, Improvement and Partnerships,
Assistant Chief Executive's Directorate

Tel: 01709 823618 Email: Justin.homer@rotherham.gov.uk

Simon Dennis, Corporate Risk Manager,

Assistant Chief Executive's Directorate

Tel: 01709 822114 Email: simon.dennis@rotherham.gov.uk

Ward(s) Affected

All

Executive Summary

The Corporate Plan for 2016-17 was approved by Elected Members at the RMBC Council meeting on 13th July 2016. The plan represents the core document underpinning the Council's overall vision, setting out headline priorities, indicators and measures that will demonstrate its delivery. Alongside it sits a renewed corporate Performance Management Framework, explaining to all Council staff how robust performance monitoring and management arrangements are required (including service business plans) to ensure effective implementation.

To ensure the delivery of actions and their impact is assessed, formal quarterly performance reports are required to the public Cabinet and Commissioners' Decision-Making meeting, with an opportunity for pre-Scrutiny consideration in line with new governance arrangements. This report is the third in the 2016/17 reporting cycle covering quarter 3 (October to December 2016).

The Performance Report and Performance Scorecard (Appendices A and B) provide an analysis of the Council's current performance against 14 key delivery outcomes and 103 measures (the Corporate Plan includes 86 measures, however, a number of these include different measurable elements). This report is based on the position of available data at the end of December 2016, along with an overview of progress on key projects and activities which also contribute towards the delivery of the Corporate Plan.

At the end of the third quarter (October – December 2016) 25 measures are progressing above or in line with the target set. Although this represents 24.3% of the total number of measures, performance data shows that 43.9% of measures which have data available for the first quarter are on target. 28.1% (16) of performance measures measured this quarter have not progressed in accordance with the target set (15.5% overall).

Recommendations

1. That the overall position and direction of travel in relation to performance be noted
2. That discussion be given to measures which have not progressed in accordance with the target set and the actions required to improve performance, including future performance clinics
3. That the future performance reporting timetable for 2016/17 be noted.

List of Appendices Included

- Appendix A – Quarter 3 Performance Report
- Appendix B – Quarter 3 Performance Scorecard

Background Papers

- RMBC corporate 'Fresh Start' Improvement Plan, 26th May 2015
- RMBC corporate Improvement Plan, Phase Two Action Plan, June 2016
- RMBC Corporate Plan 2016–18 draft approved December 2015
- Performance Management Framework 2016-17
- RMBC Corporate Plan 2016-17 approved July 2016
- Corporate Plan 2016/17 Quarter 1 Performance Report
- Corporate Plan 2016/17 Quarter 2 Performance Report

Consideration by any other Council Committee, Scrutiny or Advisory Panel
None.

Council Approval Required

No

Exempt from the Press and Public

No

Title: Corporate Plan 2016/17 Quarter 3 Performance Report

1. Recommendations

- 1.1 That the overall position and direction of travel in relation to performance be noted
- 1.2 That discussion be given to measures which have not progressed in accordance with the target set and the actions required to improve performance, including future performance clinics
- 1.3 That the future performance reporting timetable for 2016/17 be noted.

2. Background

- 2.1 The Council's two-year corporate 'Fresh Start' Improvement Plan, agreed by Commissioners, Elected Members and central Government in May 2015, set out a specific objective for the Council to establish a new Corporate Plan and supporting Performance Management Framework.
- 2.3 Initial work took place in 2015 on an outline document and, following the arrival of the Chief Executive in February 2016, work took place with Cabinet Members, Strategic Directors, Assistant Directors, senior officers and performance leads to identify headline measures in order to refine a finalised Corporate Plan for 2016-17. This was approved at the RMBC Council meeting on 13th July 2016. An underpinning performance management framework was also published at the same time, with 2016-17 set out as a transitional year to introduce new performance management arrangements and ensure a more consistent approach to performance across the Council.
- 2.7 The first quarterly Performance Report (April – June 2016) in this new format was presented to the Cabinet and Commissioners' Decision Making meeting on 12th September 2016 (as well as the Overview and Scrutiny Management Board on 16th September 2016).
- 2.8 The Cabinet and Commissioners' Decision Making meeting considered the second quarter's results (July – September 2016) on 14th November 2016.

3. Key Issues

- 3.1 The Corporate Plan includes 86 measures. However, a number of these include different measurable elements, resulting in there being 103 in total. The measures sit under 14 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*
- 3.2 These four priorities are underpinned by a fifth, cross-cutting commitment to be a *modern and efficient Council*.

- 3.3 The 2016/17 Corporate Plan sets out the vision, priorities and measures to assess progress against the Council's overall vision. Through the guidance and direction set out in the supporting Performance Management Framework, relevant plans will be 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.
- 3.4 The enclosed performance report (Appendix A) sets out how the Council has performed in the third quarter of 2016/17 (October – December 2016) to deliver the five headline priorities of the Corporate Plan. The report provides an overview of progress and exceptions (good/improved performance and areas of concern) as well as 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.
- 3.5 The enclosed quarter three performance scorecard (Appendix B) provides a summary of the Council's performance against all 103 performance measures. Commissioners and Cabinet Members are asked to note that a front-page "dashboard" has been developed for this version of the scorecard, in an attempt to respond to the request from elected members when considering the quarter one and two reports that it would be helpful to have a visual means of summarising the key performance headlines.
- 3.6 At the end of the third quarter (October – December 2016), 25 measures are progressing above or in line with the target set. Although this represents 24.3% of the total number of measures, performance data shows that 43.9% of measures which have data available for the first quarter are on target. 28.1% (16) of performance measures measured this quarter have not progressed in accordance with the target set (15.5% overall).
- 3.7 28.1% (16) of performance indicators measured this quarter have not progressed in accordance with the target set (15.5% overall) and 20.3% (14) have seen a negative direction of travel (13.6% across the whole of the Corporate Plan). This is a deterioration in performance when compared to 24.1% of measured indicators not hitting their targets in quarter 2. However, direction of travel is more positive compared to the 32.3% of indicators which previously had a negative direction of travel.
- 3.8 15.5% of measures (16 in total) are rated as 'measure not applicable for target' and 28.2% of measures (29 in total) are rated as 'measure information not yet available' due to a number of measures which are annual, termly or 6 monthly. In some circumstances interim data is available to demonstrate whether or not the Council is on track to achieve the annual target, however, for others the Performance Report provides an overview of progress to assure Cabinet/Commissioners that progress is being made.

- 3.9 Commissioners and Cabinet Members will recall that the Corporate Plan includes five staff values and behaviours which capture in one place how everyone in the Council is expected to act and behave, including with customers and partners. Roll-out of the values commenced in September 2016 with staff briefings, articles in Take 5, a new screensaver and launch of employee awards nominations, particularly recognising those openly living the values. The Big Hearts Big Changes Awards also took place on 24th November. Further roll out phases will see the behaviours incorporated within the PDR arrangements for all council staff.
- 3.10 The final, quarter four Corporate Plan performance report (covering January to March 2017 data) is scheduled to be considered at the Cabinet and Commissioners' meeting on 12th June 2017. It is envisaged that, by this stage, a refreshed corporate plan for the Council for 2017/18 and beyond will be being finalised to ensure continuity in delivering the Council vision.

4. Options considered and recommended proposal

- 4.1 It is recommended that Cabinet and Commissioners review the overall position, direction of travel and general progress made to deliver against the key delivery outcomes in the 2016/17 Corporate Plan; and provide feedback regarding action required in relation to areas of poor and positive performance.

5. Consultation

- 5.1 The Council consulted with 1,800 members of the public to develop the new vision for the borough during the summer of 2015 and set out in October 2015 (set out in the published "Views from Rotherham" report). During 2016/17 the Leader and Chief Executive have held a number of staff briefing sessions, which have included an updates on the Corporate Plan.
- 5.2 A presentation on the first version of a new Corporate Plan was made to Overview and Scrutiny Management Board on 26th November 2015, with this formally considered by members at the Council meeting on 9th December 2015 and approved on 13th July 2016. As work has progressed on the finalised plan a number of presentations and discussions took place with the Council's managers; and regular discussions on the developing plan took place with Strategic and Assistant Directors, Cabinet Members and Commissioners throughout the process.
- 5.5 The quarterly reporting template and performance scorecard has been developed in consultation with performance officers, the Strategic Leadership and Cabinet Members. The first quarterly performance report was presented to the Cabinet and Commissioners' Decision Making meeting on 12th September and the Overview and Scrutiny Management Board (OSMB) on 16th September. The quarter two performance report was considered at the Cabinet and Commissioners Decision Making meeting on 14th November 2016.

6. Timetable and Accountability for Implementing this Decision

- 6.1 This is the third quarterly Performance Report. The quarter four performance report will be presented to Cabinet and Commissioners on 12th June 2017.

7. Financial and Procurement Implications

- 7.1 The Corporate Plan helps steer the use of Council finances going forward, balanced against the wider funding backdrop for the Council and the broader national local government finance and policy context.
- 7.2 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. This will need to be reflected in the refresh of the Council's corporate plan for 2017/18 onwards.

8. Legal Implications

- 8.1 While there is no specific statutory requirement for the Council to have a performance management framework and corporate plan, being clear about the Council's ambitions gives staff, partners, residents and central Government a clearer understanding of what it is seeking to achieve and how it will prioritise spending decisions.
- 8.2 An effective and embedded corporate plan is also a key part of the Council's ongoing improvement journey in response to Government intervention at the Council.

9. Human Resources Implications

- 9.1 There are no direct Human Resources 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 roll out of the values and behaviours contained within the 2016/17 Corporate Plan 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 Strategic Leadership Team.

10. Implications for Children and Young People and Vulnerable Adults

- 10.1 The Corporate Plan has a core focus on the needs of children and young people and vulnerable adults, including a focus on establishing Rotherham as a 'child-centred' borough (Priority 1).

11. Equalities and Human Rights Implications

- 11.1 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.

11.2 A new corporate Equalities and Diversity Policy was adopted by Council on 13th July 2016 which clarifies the associated duties of the Council in delivering the aims and ambitions of its corporate plan and supporting service business planning processes. A more detailed strategy and action plan – “Equality for All” – has also been developed to further support Council action and focus in line with its equalities and diversity duties and ambitions.

12. Implications for Partners and Other Directorates

12.1 Partnership working is central to the delivery of the Corporate Plan. Where partners are integral to delivery this is set out in the relevant performance narratives.

12.2 A formal partnership structure for Rotherham was re-established during 2015/16 with the formation of the new ‘Rotherham Together Partnership’ (RTP). An initial, 12 month RTP Action Plan was launched in March 2016 and partners are now finalising a new, longer-term community strategy to come into force from 2017/18. This will describe how local partners plan to work together to deliver effective, integrated services, making best use of their collective resources. This partnership plan will also need to inform future assessment of the Council’s own corporate plan from 2017/18 onwards.

13. Risks and Mitigation

13.1 Within the performance report there are two sections relating to risks under each of the key delivery outcomes. These include the ‘exceptions’ and ‘risks and challenges ahead’ sections. Within the performance scorecard 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.

13.2 The Strategic Risk Register is structured to identify and mitigate strategic risks aligned to the Corporate Plan. The process of updating and identifying strategic risks is designed to enable the Council to manage risks connected to the Corporate Plan. Each risk area is reviewed every six weeks.

Accountable Officer:

Sharon Kemp, Chief Executive

Approvals Obtained from:

Head of Human Resources:

Sue Palfreyman

Assistant Director of Legal Services:

Dermot Pearson

Strategic Director of Finance and Customer Services:

Judith Badger

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