

Council Report

Cabinet and Commissioners' Decision Making Meeting – 11 June 2018

Title

Council Plan 2017/18 Quarter 4 Performance Report

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

No

Directors Approving Submission of the Report

Sharon Kemp, Chief Executive

Shokat Lal, Assistant Chief Executive

Report author(s):

Simon Dennis, Corporate Risk Manager,

Assistant Chief Executive's Directorate

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

Tanya Palmowski, Performance Officer (Corporate),

Assistant Chief Executive's Directorate

Tel: 01709 822764 Email: tanya.palmowski@rotherham.gov.uk

Ward(s) Affected

All

Executive Summary

The Council Plan for the period 2017-2020 was approved by Elected Members at the RMBC Council meeting on 12th July 2017. The plan represents the core document that underpins the Council's overall vision, setting out headline priorities, indicators and measures that will demonstrate its delivery. Alongside it sits the Council's Performance Management Framework which explains to all Council staff how robust performance monitoring and management arrangements are required to ensure effective implementation.

To ensure that 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 fourth and final report in the 2017/18 reporting cycle covering quarter 4 (1st January 2018 to 31st March 2018).

The Performance Report and Performance Dashboard/Scorecard (Appendices A and B) provide an analysis of the Council's current performance against 14 key delivery

outcomes and 72 measures. This report is based on the current position of available data, along with an overview of progress on key projects and activities which also contribute towards the delivery of the Council Plan.

At the end of the fourth and final quarter (January to March 2018) 25 measures had either met or had exceeded the target set in the Council Plan. This represents 43.9% of the total number of indicators where data is available or where targets have been set. The direction of travel is positive for 32 (49.2%) of the indicators measured in this quarter. The Priority area with the highest proportion of targets met is Priority 4 (Extending Opportunity and Prosperity).

Recommendations

Cabinet is recommended to:

- Note the overall position and direction of travel in relation to performance
- Discuss measures which have not progressed in accordance with the target set and the actions required to improve performance, including future performance clinics
- Note the performance reporting timetable for 2017/18

List of Appendices Included

- Appendix A – Quarter 4 Narrative Performance Report
- Appendix B – Quarter 4 Performance Scorecard

Background Papers

- 'Views from Rotherham' report, October 2015
- Performance Management Framework 2016-17
- RMBC Corporate Plan 2016-17 approved July 2016
- RMBC Council Plan 2017-2020 – Cabinet Agenda 25th June 2017
- Corporate Performance Report Quarter 1 – Cabinet Agenda 11th September 2017
- Corporate Performance Report Quarter 2 – Cabinet Agenda 12th December 2017
- Corporate Performance Report Quarter 3 – Cabinet Agenda 12th March 2018

Consideration by any other Council Committee, Scrutiny or Advisory Panel

The new Performance Management Framework was considered and endorsed by Elected Members at the RMBC Council meeting on 9th December 2015.

The Council Plan for 2017-2020 was approved by Elected Members at the RMBC Council meeting on 12th July 2017.

Council Approval Required: No

Exempt from the Press and Public: No

Corporate Plan 2017/18 Quarter 4 Performance Report

1. Recommendations

1.1 Cabinet is recommended to:

- Note the overall position and direction of travel in relation to performance
- Discuss measures which have not progressed in accordance with the target set and the actions required to improve performance, including future performance clinics
- Note the future performance reporting timetable for 2017/18

2. Background

- 2.1 The Corporate Plan for 2016-17 was approved by Elected Members at the RMBC Council meeting on 13th July 2016. This was further refined to generate the new Council Plan covering period from 2017 to 2020. This refreshed Plan was approved by members on 12th July 2017.
- 2.2 The first quarterly Performance Report for this Council Plan was presented to the Cabinet and Commissioners' Decision Making meeting on 11th September 2017 and the Overview and Scrutiny Management Board (OSMB) on 27th September 2017. This was followed by the second and third quarterly reports, presented to Cabinet on 12th December 2017 and 12th March 2018 respectively.
- 2.3 Service and team plans have been produced to ensure a 'golden thread' runs from the Council Plan through to service, team plans and the PDR process and develop a consistent approach across the Council. Service Plans are now in place across the Council. These Service Plans have now been refreshed for the forthcoming 2018-2019 year.

3. Key Issues

- 3.1 The Council Plan includes 72 measures. 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*

These four priorities are underpinned by a fifth, cross-cutting commitment to be *a modern and efficient Council*.

- 3.2 The 2017/18 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.

3.3 The Quarter 4 Performance Report (Appendix A) sets out how the Council has performed in the final quarter of 2017/18 (1st January to 31st March 2018) 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 (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.

3.4 The Q4 Performance Scorecard and Dashboard (Appendix B) provide an analysis of the Council's performance against each of the 72 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 in high or low)



Numbers have improved



Numbers are stable



Numbers have got worse



Direction of travel not applicable

3.5 At the end of the fourth and final quarter (January to March 2018) 25 measures had either met or had exceeded the target set in the Council Plan. This

represents 43.9% of the total number of indicators where data is available or where targets have been set. The direction of travel is positive for 32 (49.2%) of the indicators measured in this quarter. The Priority area with the highest proportion of targets met is Priority 4 (Extending Opportunity and Prosperity).

3.6 The Council set 25 priority indicators for 2017/18 which represented the key measures that the Council wished to place particular focus on in the course of the year. Of these 25, 10 have hit their target in the course of the quarter, which is an improvement on the 7 which hit their targets in quarter 3.

3.7 These were:

- 2.B2 – Number of Safeguarding investigations completed per 100,000 adult population
- 3.B2(a) - Effective enforcement action taken where evidence is found – fly tipping
- 3.B2(b) – Effective enforcement action taken where evidence is found – other environmental crime
- 3.B4 – Number of missed bins per 100,000 collections .
- 3.B5 - % of waste sent for reuse
- 4.A2 – Increase number of business births/start-ups per 10,000 resident population over 16
- 4.A6 – Number of jobs in the Borough
- 4.A7 – Narrow the gap to the UK average rate of working population who are economically active
- 5.D2 – Days lost per FTE
- 5.D3 – Reduction in Agency cost

3.8 A total of 28 (49.1% of those measured in the quarter) performance measures did not hit their target for the year in this period. 13 of these indicators were Council “priority measures”. This is a worsening of performance from the previous quarter where only nine indicators missed their target. The priority measures that missed their target were:

- 1.A1 – Reduction in children in Need rate
- 1.A2 – Reduction in the number of children who are subject to a CP plan
- 1.A3 – Reduction in the number of Looked After Children
- 1.A7 – Reduce the number of disrupted placements
- 1.C1 – Smoking status at time of delivery (women smoking during pregnancy)
- 2.B6 – The proportion of people still at home 91 days after discharge into rehabilitation
- 2.B8 – All numbers of new permanent admissions to residential nursing care for adults
- 2.B9 – All total of number of people supported in residential care
- 3.A4(d) - % of licence holders that demonstrate adherence to the requirements of the Council’s Hackney Carriage and Private Hire Policy – obtained BTEC/NVQ
- 3.B1(c) - % of unclassified roads in need of repair
- 4.B1 - Number of new homes delivered during the year
- 5.D1 – percent PDR completion
- 5.D4 – Reduction in the amount of CYPS Agency workers

- 3.9 Commissioners and Cabinet Members will recall that the Council 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 took place on 24th November. Further roll out phases will see the behaviours incorporated within the PDR paperwork.
- 3.10 The Council Plan for 2017/2020 provides a clearer focus on indicators that can be measured monthly or quarterly compared to the Corporate Plan. The final element of performance reporting for the 2017-2018 year will be the production of the final 2017-2018 Annual Performance Report which will be produced in early Autumn 2018. Alongside this, the monitoring of the refreshed Council Plan indicators for 2018/2019 will commence, with the first quarter's performance report set for presentation to Cabinet on 17th September 2018.

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 and provide feedback regarding what action is required in relation to areas of poor 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. During 2016/17 The Leader and Chief Executive held a number of staff briefing sessions throughout January and February 2016. Part of the sessions included an update on the Corporate Plan and over 800 attended in total.
- 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. Regular discussions on the developing plan were also held with Strategic and Assistant Directors, M3 Managers and Cabinet Members and Commissioners.
- 5.3 Focus groups, M3 manager meetings, as well as the "Views from Rotherham" consultation conducted in 2015, have all also provided opportunities to help define the new values and behaviours for the organisation contained within the Plan. Trades Unions have also seen the values and behaviours and will be included in considerations around the roll out of these.
- 5.4 The quarterly reporting template and performance scorecard has been developed in consultation with performance officers, the Strategic Leadership and Cabinet Members.

6. Timetable and Accountability for Implementing this Decision

- 6.1 This is the final quarterly Performance Report relating to the Council Plan for 2017/2020. Paragraph 3.10 sets out an outline forward programme of further quarterly performance reports, including the Annual Performance Report for the year, as well as Q1 of 2018/2019.

7. Financial and Procurement Implications

- 7.1 The Council Plan will help 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.
- 7.3 Any identified needs 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 Contract Procurement Rules and UK Public Contract Regulations as well as relevant EU legislation.

8. Legal Implications

- 8.1 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.
- 8.2 An effective and embedded Council 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 (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). Roll out 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.

10. Implications for Children and Young People and Vulnerable Adults

- 10.1 The Council 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. 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. A new performance indicator specifically relating to equalities has been included in the 2018/2019 iteration of the Council Plan.

12. Implications for Partners and Other Directorates

- 12.1 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.

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 Council Plan. The process of updating and identifying strategic risks is designed to enable the Council to manage risks connected to the Council Plan.

14. Accountable Officer(s)

- 14.1 *Sharon Kemp, Chief Executive*

Approvals obtained from:

	Named Officer	Date
Strategic Director of Finance & Customer Services	Nikki Kelly	21 st May 2018
Assistant Director of Legal Services	Stuart Fletcher	21 st May 2018
Head of Procurement	Karen Middlebrook	17 th May 2018

Head of Human Resources (if appropriate)	Ian Henderson, Senior Employee Relations Officer	16 th May 2018
---	--	---------------------------

This report is published on the Council's website or can be found at:-

<http://moderngov.rotherham.gov.uk/ieDocHome.aspx?Categories=>