

Council Report

Cabinet and Commissioners' Decision Making Meeting – 17 September 2018

Title

Council Plan 2018/19 Quarter 1 Performance Report

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

No

Directors Approving Submission of the Report

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Ward(s) Affected

All

Executive Summary

The Council Plan is the core document that underpins the Council's overall vision. It sets out the headline priorities, indicators and measures that will demonstrate delivery of the vision and, alongside it, sits the Council's Performance Management Framework. This Framework explains to all Council staff how robust performance monitoring and management arrangements are required to ensure effective implementation.

The Council Plan for the period 2017-2020 was approved by Elected Members at the RMBC Council meeting on 12th July 2017. Refreshed performance indicators covering the 2018-2019 financial year were approved by Cabinet on 21st May 2018.

To ensure that the delivery of actions and their impact is assessed, formal quarterly performance reports are presented to the public Cabinet and Commissioners' Decision-Making meeting, with an opportunity for pre-Scrutiny consideration if required. This report is the first report in the 2018/19 reporting cycle covering quarter 1 (1st April 2018 to 30th June 2018).

The Performance Report and Performance Scorecard (Appendix A) provides an analysis of the Council's current performance against 14 key delivery outcomes and 70 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 first quarter (April to June 2018) 26 measures had either met or had exceeded the target set in the Council Plan. This represents 47.2% of the total number of indicators where data is available or where targets have been set. This is an improvement over Q4 for 2017/2018 where 43.9% of indicators hit their targets. The direction of travel is positive for 25 (44.6%) of the indicators measured in this quarter. This is down on the 49% figure for Q4 last year. The Priority area with the highest proportion of targets met remains 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 1 Performance Report

Background Papers

- 'Views from Rotherham' report, October 2015
- Performance Management Framework 2016-17
- RMBC Council Plan 2017-2020 – Cabinet Agenda 25th June 2017 and revised indicators for 2018-2019 – Cabinet Agenda 21st May 2018
- Corporate Performance Report 2017/18 Quarter 4 – Cabinet Agenda 11th June 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 and the refreshed indicators for 2018-2019 were approved on 21st May 2018.

Council Approval Required: No

Exempt from the Press and Public: No
Corporate Plan 2018/19 Quarter 1 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 and refreshed performance indicators covering the 2018-2019 financial year were approved by Cabinet on 21st May 2018.
- 2.2 This is the first quarterly Performance Report for the 2018-19 financial year, the last report being the quarter 4 report for 2017-2018 which was reported to the Cabinet and Commissioners' Decision Making meeting on 11th June 2018.
- 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, having been refreshed for the 2018-2019 year.

3. Key Issues

3.1 The Council Plan includes 70 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 2017-2020 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 1 Performance Report (Appendix A) sets out how the Council has performed in the first quarter of 2018/19 (1st April to 30th June 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, highlighting 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 and specific case study information to demonstrate what has been achieved to deliver the vision.
- 3.4 The Q1 Performance Scorecard and Dashboard (Appendix B) provide an analysis of the Council's performance against each of the 70 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 first quarter (April to June 2018) 27 measures had either met or had exceeded the target set in the Council Plan. This represents 47.2% of the total number of indicators where data is available or where targets have been set. This is an improvement over Q4 for 2017/2018 where 43.9% of indicators hit their targets.
- 3.6 The direction of travel is positive for 25 (44.6%) of the indicators measured in this quarter. This is down on the 49% figure for Q4 last year, with Priority 5 (A modern, efficient Council) showing the most significant slowdown in progress.
- 3.7 The Priority area with the highest proportion of targets met remains Priority 4 (Extending Opportunity and Prosperity), whilst the priority area with the most positive direction of travel is Priority 3 (A Strong Community in a clean, safe environment).
- 3.8 The performance report at Appendix A has been redesigned to make it more accessible and to reduce the amount of text included in it. The report now highlights key achievements by the Council in the period and also provides a graphical interpretation of each Priority Area. The Scorecard information now also appears in the document and “Red Flagged” indicators (ie those that have missed their target for two or more quarters in succession) are now no longer highlighted.
- 3.9 As part of the refresh of the Plan’s indicators for 2018-2019, the concept of “Priority Measures” was dropped. This means that all 70 indicators are treated equally in the Council Plan and its monitoring and this is reflected in both the narrative report and the scorecard.
- 3.10 The Council Plan for 2017/2020 provides a clear focus on indicators that can be measured monthly or quarterly. To ensure that the 2017/2020 Council Plan is effectively performance managed, formal quarterly performance reports will continue to be presented to Cabinet/ Commissioner Decision-Making meetings during 2018/19 as follows:
- Quarter 2 Performance Report (performance to end September 2018) – 17th December 2018
 - Quarter 3 Performance Report (performance to end December 2018) – 18th March 2019
 - Quarter 4 Performance Report (performance to end March 2019) – July 2019 (exact date TBC)
 - Final 2018-2019 Annual Performance Report (validated data) – early Autumn 2019 (exact date TBC)

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 first quarterly Performance Report relating to the Council Plan’s refreshed indicators the 2018/2019 financial year. Paragraph 3.10 sets out an outline forward programme of further quarterly performance reports.

7. Financial and Procurement Implications

- 7.1 The Council Plan is designed to 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. It is intended that future performance reports, from Quarter 2 onwards, will include elements of financial reporting to enable members to see a link between the two more clearly.
- 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 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 targets as well as those where progress has been below target for more than one quarter ("Red Flags"). 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 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.

14. Accountable Officer(s)

14.1 *Sharon Kemp, Chief Executive*

Approvals obtained from:

	Named Officer	Date
Strategic Director of Finance & Customer Services	Nikki Kelly	24 th August 2018
Assistant Director of Legal Services	Neil Concannon	28 th August 2018
Head of Human Resources	Lee Mann	28 th August 2018
Head of Procurement (if applicable)	n/a	n/a

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